



EVALUATION REPORT

SUPPORT FOR SUSTAINABLE PRIZREN – INITIATING URBAN NATIONALLY APPROPRIATE MITIGATION ACTIONS (NAMA-s)

December 2018-June 2021

Final Project Evaluation

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PROJECT AND EVALUATION INFORMATION DETAILS

Project/outcome Information		
Project/outcome title	Support for Sustainable Prizren-Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions)	
Atlas ID	00113020	
Corporate outcome and output	<p>UNDP Project The project was expected to achieve the following outputs or expected results (outcome):</p> <p>Outcome: The municipality of Prizren is prepared for reducing the overall GHG emissions through cross-sectoral interventions at the municipal level, thereby contributing to creating healthy urban living conditions and achieving sustainable growth, while setting an example as a municipality-wide intervention for Kosovo.</p> <p>Output 1: The municipality of Prizren enhances its technical capacities in terms of reporting, measuring and verifying GHGs emission.</p> <p>Output 2: The municipality of Prizren is able to articulate their climate-related priorities, and to identify and implement mitigation actions as urban NAMAs across sectors.</p> <p>The performance indicators were developed for the outcome and for each of the outputs.</p>	
Country/Territory	Kosovo ¹	
Region	Western Balkans, ECIS	
Date project document signed	30 November 2018 Agreement ref: 8306/01/2018	
Project dates	Start	Planned end
	01 January 2019	31 December 2020
Project non-cost extension:	01 January 2021	30 June 2021
Project budget	333,000 EUR	
Project expenditure at the time of evaluation	Estimated 326,767 EUR	
Funding source	Austrian Development Cooperation, co-financing (Municipality of Prizren)	
Implementing party ²	UNDP	

¹ References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

² It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Evaluation information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	The object of final evaluation is the project Support for Sustainable Prizren - Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions). The evaluation was commissioned by the UNDP Kosovo	
Final/midterm review/ other	Final	
Period under evaluation	Start	End
	December 2018	June 2021
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LIST OF ABBREVIATIONS AND ACRONYMS

ADA	Austrian Development Agency
APCCS	Action Plan on Climate Change Strategy
CCS	Climate Change Strategy
CO ₂	Carbon Dioxide
CSOs	Civil Society Organizations
CSIP	Cross-sector Intervention Plan
EBRD	European Bank for Reconstruction and Development
ERO	Energy Regulatory Office
GCF	Green Climate Fund
GEF	Global Environment Facility
GEF SGP	Global Environment Facility - Small Grants Programme
GHG	Greenhouse Gases
HBRA	Human Rights Based Approach
KEEA	Kosovo Energy Efficiency Agency
KEDS	Kosovo Electric Distribution Company
KEPA	Kosovo Environment Protection Agency
kW	Kilo Wat
kWp	Kilo Wat peak
MEEP	Municipal Energy Efficiency Plan
MEEAP	Municipal Energy Efficiency Action Plan
MESPI	Ministry of Environment, Spatial planning and Infrastructure
MoM	Minutes of Meeting
MRV	Measuring, Reporting and Verification
MWG	Municipal Working Group

NAMA	Nationally Appropriate Mitigation Actions
NECP	National Energy and Climate Plan
NGOs	Non-governmental organization's
OECD/DAC	Organisation for Economic Cooperation and Development/Development Assistance Committee
PGGC	Prizren Green Growth Centre
QA	Quality Assessment
QC	Quality Control
RES	Renewable Energy Sources
SDG	Sustainable Development Goal
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

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1. EXECUTIVE SUMMARY

Introduction

United Nations Development Programme (UNDP) Kosovo commissioned a final evaluation of the project “Support for Sustainable Prizren - Initiating Urban NAMAs” (2018 – 2021), as stipulated in the ToR and the project document. This final evaluation shall assess the project performance and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability, within the whole implementation period. Its main purpose is learning for all phases of project implementation and benefit from it. The evaluation of this project gets higher importance on assessing the success and feasibility to replicate the project to other Kosovo municipalities and/or continue the support of Prizren Municipality with a next Project Phase.

The **main objectives of the Final Project Evaluation** were:

1. To confirm relevance of the project design;
2. To evaluate the project set up, the way various stakeholders were engagement, the approach that was adopted, the potential to replicate it;
3. To assess the efficiency and effectiveness of the project towards the achievements of the objectives (outputs and outcomes);
4. To determine on whether objectives and expected results have been met, outputs produced as planned;
5. To provide findings, lessons or recommendations to assess its success and make a recommendation on whether the initiative should be repeated incorporating the lessons learned.
6. To assess the sustainability from these 30 months of implementation
7. To identify recommendations for future activities, for amending the project results, activities, methodology, resources, and budget, with a particular focus on green growth development interventions.

In terms of geographical focus the evaluation considers climate change progress on MRV capacity development, GHG emission inventory and NAMA development and implementation in Prizren Municipality and coordination with central level institutions.

Considering that, Kosovo is not part of the UNFCCC and is not eligible to benefit from the vertical financial support for the Climate Change issues, regarding the sustainability of the implementation of the mitigation actions of NAMAs. In the evaluation report the focus was also given in identification of new partnerships for sustainable urban development as a means of reducing GHGs and strengthening Kosovo’s climate resilience.

Description of the intervention

Although Kosovo is not yet a party to United Nations Framework Convention on Climate Change (UNFCCC), to diminish the growing effects of climate change, Kosovo Institutions has considered climate change as a priority, to fulfil its future obligations under the UNFCCC and as a future member of EU, which also is shown in several Kosovo strategies. The Kosovo Strategy and Action Plan for Climate Change (2017 – 2026), aims “to reduce the risk and damage from current and future impacts of climate change in a cost-effective manner and to exploit potential benefits stemming from climate change.” In this context, the Nationally Appropriate Mitigation Actions (NAMAs) are critical vehicles to implement climate change mitigation actions and are in line with the Kosovo Strategy for Climate Change.

The overarching project objective (the impact) was to contribute to reducing climate-change related vulnerability in Kosovo. The overall objective of the proposed project was to prepare the municipality of Prizren for reducing the overall GHG emissions through cross-sectoral interventions at the municipal level, such as collaboration between industry, government, private sector, and academia that account for different experiences based on gender.

The project was expected to achieve the following outputs or expected results (outcome):

Outcome: The municipality of Prizren is prepared for reducing the overall GHG emissions through cross-sectoral interventions at the municipal level, thereby contributing to creating healthy urban living conditions and achieving sustainable growth, while setting an example as a municipality-wide intervention for Kosovo.

Output 1: The municipality of Prizren enhances its technical capacities in terms of reporting, measuring and verifying GHGs emission.

Output 2: The municipality of Prizren is able to articulate their climate-related priorities, and to identify and implement mitigation actions as urban NAMAs across sectors.

Evaluation approach and methods. The evaluation methodology of the Final Project Evaluation of the Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions) Project, was conducted as per UNDP rules, methodology and guides incorporating also the ADA criteria and matching the ADA guidelines and specific recommendations of the OECD/DAC Peer Review and evaluation criteria. The overall approach of the evaluation methodology has followed the UNDP Evaluation Guidelines³.

Evaluation was carried out by a team consisting of one international consultant and one local consultant.

Data collection methods were determined by the evidence needed to address the evaluation questions based on the ToRs and developed further during the evaluation inception period. The evaluation questions and data collection methods are presented in the Evaluation Matrix, see Annex C.

Primary data: information collected directly from stakeholders. This information was obtained through interviews and field visits Focus Group Discussions (FGDs) which due to COVID-19 was conducted via teleconferencing. Total number of interviewers was 30 (7 women and 23 men.)

Secondary data: Sources of documentary evidence included project documents, plans and monitoring reports including the Project Documents, Progress Reports and other project related documents as well as available external studies and reviews or similar reports. The evaluation team reviewed over 35 such project related and project produced documents. The documents were carefully desk reviewed and analysed to collect coherent data for analysis.

Data analysis synthesising findings from the analysed interviews, focus groups discussions, documents/reports reviewed was the basis to the formulation of findings, conclusions and recommendations presented in the report. The validity of the findings was ensured by triangulation of different sources of data and methods of data collection. Analyses were carried out according to the logical flow from the data processed and analysing is followed by interpretation

³ UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, Jan 2019.

KEY FINDINGS

Design and relevance

1. **The “Support for Sustainable Prizren - Initiating Urban NAMAs” project has clearly focused on practical capacity development supporting reaching the objectives in terms of the preparation the GHG emission inventory, measuring the contribution of each NAMA implementation to GHG emission reduction, developing capacities on identification and implementation NAMA in local level. The capacity development by project is not overlapping with other efforts but need to be well coordinated with other capacity development efforts for broader sector capacity improvement.**

2. **The project has fully met the Kosovo priorities related the climate change mitigation.**

The project is completely relevant and contribute to implementation of the Environmental Strategy for Kosovo (2013-2022), Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021, Strategy for Air Quality (2013 - 2022), and National Energy Efficiency Action Plan (NEEAP) 2019-2021. In the local level the project was relevant in contribution to implement the local strategies and plans, such as Municipal Energy Efficiency Action Plan (MEEAP) 2019-2021, Master Plan for Solid Waste Management of the Municipality of Prizren 2014-2023 and Prizren Municipal Development Plan 2013-2025.

3. **The institutional capacities developed by the project in Prizren municipality by the initiation of implementation of the urban NAMAs and the lessons learned during the implementation of the project have impact in the Kosovo central institutions level and other municipalities.**

The representative of the Kosovo Energy Efficiency Agency highlighted that the project objectives have contributed to build the capacities at the local level, addressing the Recommendations of EU Progress Report 2020 and also contributing on achieving the Kosovo targets as specified in the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021) “ To increase capacities of central and local level stakeholders, to integrate climate change issues and adoption to development processes” and obligations which will derive from the National Energy and Climate Plan (2021-2030, NECP) where the role of municipalities is very significant to reach the targets on EE, RES and GHG.

Coherence

4. **This project is well aligned with the Kosovo Institutions, EU, UNDP and Austrian priorities and strategies.**

The project was fully in aligned with Kosovo’s priorities related to addressing climate change, with the Kosovo and municipal strategies. The Urban NAMA Project goals remain to be coherent with the recent revised Kosovo Strategy on Climate Change 2019-2028. The proposed project was based on the recommendation of the Climate Change Strategy and action plan and all proposed activities derive from the proposed measures in this Strategy. The project has showed to be fully coherent with other Kosovo policies regarding the environmental protection that include: The Environmental Strategy for Kosovo (2013-2022), the Strategy for Air Quality (2013 - 2022), National Development Strategy (NDS) 2016-2021, and is fully coherent with Kosovo alignment with EU pre-accession process as signatory of the Energy Community Treaty.

This project was in coherence with the previous CC projects implemented in Kosovo

The Support for Sustainable Prizren - Initiating Urban NAMAs Project was coherent with the previous UNDP and ADA contribution to the climate change issues in Kosovo. This intervention is part of UNDPs programme on Climate Change with interventions on Disaster Risk Reduction, adaptation and environment impact on health. It was built on the previous results achieved through the ADA funded two Projects: Support Low Emission Development (SLED) and Advancing Climate Change in Kosovo (SLED 2) on climate change that were instrumental to strategic set up in Kosovo in this area of work. The Support to Low Emission Development in Kosovo (SLED) project has supported the Institutions of Kosovo to mainstream climate change concerns into sectoral and overall development priorities, thus enabling Kosovo to deal with climate change-related issues, and consider it not only as a separate environmental issue but as an issue of sustainable development. Kosovo mitigation and adaptation actions are also in the Climate Change strategy and its action plan.

Effectiveness

- 5. The most of the *results of the project* were achieved as per the project original plan, in terms of completion of the activities and achievement of the foreseen outcome (objectives) and outputs.**

The foreseen targets for the outputs were achieved including the implementation of all pilot NAMAs. The project actually exceeded the expected results – given the additional funding mobilized and, consequently, the increased number of pilots that could be implemented. The project has clearly focused on practical capacity development supporting reaching the objectives in terms of the involvement of the MWG of PGGC in drafting the GHG Inventory and the CSIP as well as preparing and implementation of the pilot NAMAs.

- 6. The project has *encountered difficulties* during its implementation. Covid-19 has affected the project implementation but the activities have been continued throughout the pandemic. The most hardly affected component has been the NAMA implementation and in general the limited face-to-face interaction between the project team and PGCC has reduced effectiveness of implementation in 2020.**

Project has impressively implemented activities and achieved the planned results up to March 2020. In March 2020 due to the impact of COVID-19 pandemic, the projects staff was forced to work remotely and the project followed UNDP/UNKT Business Continuity Plan (BCP) which has been activated on 16 March 2020. Considering this, the project has faced the delays on achieving the results. This situation has forced the UNDP that on 03 September 2020 request the non-cost extension of the project to ADA for addition 6 months, up to 30 June 2021. The situation created by the COVID-19 pandemic was identified as external risk that affected the achievement of the outcome as per schedule initially planned.

Although some of the activities have been postponed, the project - with support of PGGC managed to start the implementation of project activities, thanks to the fact that it was able to effectively transition to virtual working modalities. The project has been non-cost extended up to 30.06.2021.

Efficiency

- 7. The project was implemented directly by the UNDP applying UNDP's rules and procedures for project management and a result-based management approach.**

The efficiency of procurement of experts was a key issue during the first 2 years of the project as all the experts in the project implementation team have been contracted as individual consultants and the processes have taken quite a lot of time and administrative efforts.

The monitoring system of Support for Sustainable Prizren - Initiating Urban NAMAs was rigorous and thorough.

- 8. The use of resources against the results achieved has been quite good, due to the expenditure in the first 2 years being as anticipated.**

Sustainability

- 9. The project takes a multi stakeholder's approach, and it facilitates a dialog and coordination while focusing on sector reform. The project ensured leadership of the Municipality and KEPA at all stages of the project to apply the 'learning by doing' technique, where the institutions will be reformed through project's provided expertise throughout the whole project implementation.**

To ensure sustainability of the project, a participative planning process was conducted which ensured that all stakeholders were consulted at local level. All related project activities' drafts and suggestions are constantly developed in close cooperation with local stakeholders and the working group for further development. So far, this approach has been a successful cooperation which has given satisfactory results for the implementation of the project.

- 10. As a jeopardising aspect, which did not depend on the project itself, was the complexity of the establishment of the PGGC as a permanent unit within the municipality by having in consideration the current administrative barriers from the central institutions. Nevertheless, the PGGC was fully functional during the project implementation and have achieved all expected results.**

The Prizren Green Growth Centre (PGGC) is the main prove of the institutional sustainability of the project. The PGGC was established by the decision of Mayor of Prizren Municipality which was a body for support the Municipality of Prizren in implementation of project and coordination the cross-sector cooperation within the municipal executive.

- 11. Based on the project document review, interviews with the different stakeholders and based on the observation of the evaluators, the stakeholders are supportive to the project's long-term objectives. The arguments that argue this are:**

- a) Establishment of the PGGC has created a cross-sector cooperation system for the very first time in Prizren.
- b) **promotion of sustainable energy policies (energy efficiency and renewable energy sources), enhancing public awareness concerning energy efficiency, measures to reduce GHG emissions, sustainable transport and air quality through:**
 - **Installation of the Solar PV power plant system for generation of the electricity in the main Municipal Administrative Building was a very good example to show that the Municipality besides being the consumer of the electricity it could be in the same time a producer of electricity, contributing in reducing the consumption of energy and the reduction of the CO₂ emissions.**

It is important to specify that this building is one of the most representative buildings in Prizren, therefore could serve as good example and inspiration for initiatives by the municipality and the private sector as well. The capacity of the installed system is 65.60 kWp. The calculated annual energy production is 83,454.00 kWh. The CO₂ annual emission reduction is calculated to be 92.36 ton/year.

- **Installation of the 2 Electrical vehicles charging stations, the Smart Bus stations and the Bicycle stations (connected to the municipality grid) include PV Solar Energy, with 250Wp aiming to promote zero carbon from transport sector as a prove of sustainable transport.** From the environmental point of view, the installed smart greenery to purify the air and water tank for watering the plants, will improve the quality of air.
- c) The sustainability of the implemented NAMAs is secured, the responsible sector for operation costs and maintenance is the Municipal Directorate for Public Services which also has the ownership on the pilot implemented NAMAs:
- 12. The project has contributed in cross-sector coordination regarding the planning and implementation of climate change actions as well as the involvement of all municipality departments on preparation GHG emission inventory.** An important aspect was the participatory approach to develop the Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025. CSIP contains analyses of four sectors: Energy, Waste Management, Transport, and Public Services Sector Analysis. The CSIP is the first cross-sector investment planning document developed for Prizren Municipality. It is important to highlight that the main work for creation of the CSIP was done by the PGGC Municipal Working Group including specialist from the four sectors, with the support of the Local Consultant.
- 13. Lessons learned and perspectives has been part of the all progress reports prepared from UNDP.** UNDP has also taken the appropriate measures to ensure the visibility of the project's donor, ADA. The project has used the Urban NAMA project roll-up banner which contained the ADA logo, UNDP logo, Prizren Municipality Logo and name of the project in English and in official local languages in Prizren: Albanian, Serbian and Turkish language.

Impact

- 14. The project has in large extent helped in understanding the important role of the cities in reducing vulnerability to climate change both at municipality and central level.** Referring to the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021) the Kosovo priorities are:
1. Developing Kosovo's capacity to meet its obligations under UNFCCC Convention and the EU;
 2. Decrease of greenhouse gas emissions;
 3. To increase capacities of central and local level stakeholders, to integrate climate change issues and adoption to development processes;

Specific objectives

- 1.1. To develop and implement policies to climate change;
- 1.2. To create a framework for the establishment of GS Inventory;
- 2.1. Reducing greenhouse gas emissions;
- 2.2. Sustainable mobility planning and promotion in the largest populated centers in Kosovo;
- 3.1. Capacity building for production of information, information use and communication;
- 3.2. Development of awareness programs on climate change;

This project has contributed in the specific objectives (1.1; 1.2; 2.1 and 2.2) through:

- Developing Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025 contributed specific objective (1.1)
- The implementation of NAMA-s in municipality level has a significant contribution in reaching the Kosovo targets for reduction of GHG emissions from different sectors as defined in the Kosovo strategy and action plan on climate change (2.1 and 2.2).
- Establishing of MRV system contributed in specific objective (1.2)

16. The contribution towards the overall objective has been provided through the capacity development of key stakeholder Prizren Municipality, development and implementation of planning framework (CSIP).

This project has contributed in the specific objectives (3.1 and 3.2) of the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021)

Gender

17. The cross-cutting issues of gender equality, social inclusion, are fully integrated in the project and are reflected in the project objectives and activities and during the implementation of the project.

For compiling the Cross-Sector Intervention Plan (CSIP), the Project partnered with the NGO “Ecma ndryshe” from Prizren for development the Baseline Study. A consultation workshop was held as well with Women NGOs, Association for Disability People, municipal relevant officials to identify the potential of gender-related climate change risks and priority needs of marginalized groups. The findings from the Baseline Study and from the workshop were included in the Cross-sector Intervention Plan (CSIP). Planning of urban NAMA were carried out closely with the Municipal Office for Gender Equality and Human Rights, Municipal Office for Communities, as well as the NGOs active in Prizren.

CONCLUSIONS

Relevance and Coherence

1. The “Support for Sustainable Prizren - Initiating Urban NAMAs” project has clearly focused on practical capacity development supporting reaching the objectives in terms of the preparation the GHG emission inventory, measuring the contribution of each NAMA implementation to GHG emission reduction, developing capacities on identification and implementation NAMA in local level. The capacity development by project is not overlapping with other efforts but need to be well coordinated with other capacity development efforts for broader sector capacity improvement (Finding 1).
2. The project has fully met the Kosovo priorities related the climate change mitigation. It is well aligned with the Institutions of Kosovo, EU, UNDP and Austrian priorities and strategies and was in coherence with the previous CC projects implemented in Kosovo (Findings 2, 4 & 5).
3. The institutional capacities developed by the project in Prizren municipality by the initiation of implementation of the urban NAMAs and the lessons learned during the implementation of the project have impact in the Kosovo central institutions level (Finding 3).

Effectiveness and Efficiency

4. The project has *encountered difficulties* during its implementation. However, the most of the *results of the project* were achieved as per the project original plan.

Project has impressively implemented activities and achieved the planned results up to March 2020 due to the impact of COVID-19 pandemic. The situation created by the COVID-19 pandemic was identified as external risk that affected the achievement of the outcome as per schedule initially planned. Although some of the activities have been postponed, the project - with support of PGGC managed to start the implementation of the pilot projects, thanks to the fact that it was able to effectively transition to virtual working modalities. The project has been non-cost extended up to 30.06.2021. The foreseen targets for the outputs were achieved including the implementation of all pilot NAMAs. The project actually exceeded the expected results – given the additional funding mobilized and, consequently, the increased number of pilots that could be implemented. The project has clearly focused on practical capacity development supporting reaching the objectives in terms of the involvement of the MWG of PGGC in drafting the GHG Inventory and the CSIP as well as preparing and implementation of the pilot NAMAs (Findings 6 &7).

5. **The project was implemented directly by the UNDP applying UNDP's rules and procedures for project management and a result-based management approach. The use of resources against the results achieved has been quite good, due to the expenditure in the first 2 years being as anticipated.**

The project management unit consisted of the full time Project Manager and full time Project Associate. Both were timely contracted and have worked from the very beginning of the project. The Coordinator of the Prizren Green Growth Centre (PGGC) who started to work for the project on 15 March 2019 was contracted by the project to deliver the consultancy services. The Project manager and the Project Associate during the project implementation have sit in the UNDP Office in Pristina, while the Coordinator of the PGGC was based in municipal office in Prizren. According to the financial reports, the initial fund for the project was 333,000 euro. The project has achieved incentives financed by the UNDP of 100,000 euro and additional finances in amount of 35,000 euro by the municipality. These additional finances were not subject of the evaluation. The evaluation is done for the initial project budget of 333,000 euro. The finance delivery by the end of project on 30 June 2021 was 326,767 EUR or 98.13% of the initial planned budget (Findings 8 &9).

Sustainability and Impact

6. **The project results sustainability in overall is secured. The project took a multi stakeholder's approach, and it facilitates a dialog and coordination while focusing on sector reform. The project ensured leadership of the Municipality and KEPA at all stages of the project to apply the 'learning by doing' technique, where the institutions will be reformed through project's provided expertise throughout the whole project implementation.**

To ensure sustainability of the project, a participative planning process was conducted which ensured that all stakeholders were consulted at local level. All related project activities' drafts and suggestions are constantly developed in close cooperation with local stakeholders and the working group for further development. So far, this approach has been a successful cooperation which has given satisfactory results for the implementation of the project (Finding 10).

7. **The project has contributed in cross-sector coordination regarding the planning and implementation of climate change actions as well as the involvement of all municipality**

departments and enhancing public awareness on energy efficiency and climate change through:

- a. Developing the Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025
 - b. Preparation GHG emission inventory.
 - c. Promoting the energy efficiency, renewable energy sources and implementing measures to reduce GHG emissions and improve the transport and air quality:
 - Installation of the Solar PV power plant system for generation of the electricity in the main Municipal Administrative Building was a very good example to show that the Municipality besides being the consumer of the electricity it could be in the same time a producer of electricity, contributing in reducing the consumption of energy and the reduction of the CO₂ emissions.
 - Installation of the 2 Electrical vehicles charging stations, the Smart Bus stations and the Bicycle stations (connected to the municipality grid) include PV Solar Energy, with 250Wp aiming to promote zero carbon from transport sector as a prove of sustainable transport.
 - From the environmental point of view, the installed smart greenery to purify the air and water tank for watering the plants, will improve the quality of air
 - d. The sustainability of the implemented NAMAs is secured. The responsible sector for operation costs and maintenance is the Municipal Directorate for Public Services which also has the ownership on the pilot implemented NAMAs
 - e. The project has in large extent helped the positive change in understanding the important role of the cities in reducing vulnerability to climate change. (Findings 12, 13 & 15).
8. Only by installing the Solar PV Power Plan in Municipal Building the contribution in reduction of the CO₂ emissions was 92.36 ton/year for a cleaner and healthier air. The project has identified the potential investment portfolio in total amount of EUR 55,801,674, from which EUR 50,000,000 is for the municipality wide District Heating System and 8,801,674 are for other measures. By this the project has contributed in mobilising fund for investments in NAMAs and opens the possibility for the public and private partnerships for investments in NAMAs. **The project has established the Prizren Green Growth Centre (PGGC), which is the main prove of the institutional sustainability of the project. The PGGC was fully functional during the project implementation and have achieved all expected results. The Municipality has also the ownership on the documents and local development policies delivered by the project and the focus for 2022 is the implementation of NAMAs.**

The Municipality have the ownership of the PGGC, but up to date did not secure the sustainability of the PGGC for being the permanent unit within the municipality this because of the administrative barriers deriving from the legislation and from the central level of Institutions. Municipality will continue communication with the central institutions for establishing the PGGC as permanent unit in Municipality. The Municipality will continue to use the existed structure of PGGC working group with the appointed officials up to the time when it will became a permanent unit. The Municipality has the ownership on the documents and local development policies delivered by the projects well as the implementation of NAMAs: the Municipality has confirmed that the priority projects deriving from the CSIP will be included in Municipal budget for 2022; the capacities developed for the MRV will be used to monitor and report the GHG emission reduction by the implemented projects from the CSIP by considering the Baseline GHG Inventory developed by the project; the responsibilities for operation and maintenance of the pilot implemented NAMAs are to the Public Services

Directorate. Furthermore, the technical capacities of all stakeholders developed by the project will be used in the future in different aspect and will contribute to the sustainable development and resilience of the municipality and even more in Kosovo wide. (Findings 11 & 14).

9. **The contribution towards the overall objective has been provided through the capacity development of key stakeholder Prizren Municipality, development and implementation of planning framework (CSIP) and integration of the cross-cutting issues of gender equality and social inclusion.**

This project has contributed in the specific objectives (3.1 and 3.2) of the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021). For compiling the Cross-Sector Intervention Plan (CSIP), the Project partnered with the NGO “Ec ma ndryshe” from Prizren for development the Baseline Study. A consultation workshop was held as well with Women NGOs, Association for Disability People, municipal relevant officials to identify the potential of gender-related climate change risks and priority needs of marginalized groups. The findings from the Baseline Study and from the workshop were included in the Cross-sector Intervention Plan (CSIP). Planning of urban NAMA were carried out closely with the Municipal Office for Gender Equality and Human Rights, Municipal Office for Communities, as well as the NGOs active in Prizren (Findings 16 & 17).

RECOMMENDATIONS

Recommendation 1: UNDP to work closely with ADA to design a follow up second phase of the project for at least three-year project with much bigger investment fund for supporting the Prizren Municipality by including the villages and not only the Prizren municipality. In this project is recommended to include other neighbourhood municipalities, such as for example Municipality of Suhareka. Due to being geographically close to each other it would be easy for UNDP to manage the project with less operational costs and easy to use the experiences achieved in Prizren. The possible next phase project to address: mitigation and the adaptation to the climate changes as well as to consider possibilities of engagement of full time experienced technical professionals and young professionals (Conclusions 1, 3 & 5).

Recommendation 2: UNDP to work closely with ADA other donors and the relevant Kosovo central institutions for spreading the adopted approach for addressing the climate change through the cross-sector coordination in all Kosovo municipalities by involving the Association of Kosovo Municipalities (AKM) and using its Collegians for the related municipal directorates as well as its Training Centre and the E-learning Platform for spreading the knowledge and experiences to other municipalities.

The project took a multi stakeholder’s approach, and it facilitates a dialog and coordination while focusing on sector reform. The Urban NAMA Project has resulted to have a huge success by establishing the cross-sector coordination system; this experience has to be shared and implemented to other municipalities and possibly by including the neighbourhood municipality such as Suhareka (Conclusions 2, 6 & 7).

Recommendation 3: UNDP and Prizren Municipality to analyse the achievements of the project and the gaps in flow of data information’s that the project has identified, such was the case for non-existent database for transport and industry when the GHG Inventory was created. In a possible

second phase of the project, the establishment of the database system or a data flow information system could be considered (Conclusion 4).

Recommendation 4: The Prizren Municipality based in the results achieved in Prizren from the implementation of the project, such as:

At Institutional level:

- Establishing and functioning of the PGGC;

At strategic level:

- Development of the Cross-Sector Development Plan (CSIP, 2020-2025)

At the technical level:

- Introduction of Measuring, Reporting and Verification (MRV) system;
- Compiling the GHG emission inventory taking as the base year, 2014;
- Implementation of the pilot urban NAMAs as a big asset for Prizren Municipality

Should see beyond its achievement and puts the higher goals to become a member of the international initiatives and associations of the green and resilient cities. To join as signatory the Covenant of Mayors for Climate and Energy which is open to all local authorities democratically constituted with/by elected representatives, whatever their size and whatever the stage of implementation of their energy and climate policies. (Conclusions 7 & 8)

Recommendation 5: UNDP, ADA and Prizren Municipality to consider long term support for creation a sustainable example model which could serve as a learning hub for sharing the experiences firstly for Kosovo municipalities for addressing the Climate Change issues. In this regard could also be considered the cooperation with the central institutions and other international development organisations operating in Kosovo and to use the possibilities that offer the former KFOR military camp in Prizren, which is now converted to the Innovation and Training Park (ITP) (Conclusions 1, 3, 7 & 9).

Recommendation 6: Municipality of Prizren to continue to support and to continue keeping the PGGC as a core unit for cross-sector coordination and municipal development planning on environment and climate change issues. Municipality of Prizren to continue to work with the Ministry of Internal Affairs and Public Infrastructure for establishing the PGGC as permanent unit within municipality. The Municipality should analyse opportunities that derives from the Law on Energy Efficiency No. 06/L-079 from 2018, Article 6, and the Administrative Instruction No. 09/2017 on establishing the Municipal Energy Offices (Conclusion 8).

Recommendation 7: Municipality of Prizren to continue cooperation and partnership with the Kosovo Energy Efficiency Fund (KEEF) and EBRD on implementation the projects on energy and climate change. In this regard the Municipality should also seek the possibilities to extent the CSIP by involving the implementation of the NAMAs in private sector and especially to the building sector. In close future the KEEF might include the housing sector to support. Prizren Municipality to consider initiatives that happened in the past, such as the use of the ToR for the Feasibility Study for District Heating for generating the heat from biomass which were prepared by the Ministry for Economic Development in 2018 for 9 Kosovo municipalities including Prizren municipality. Since the installation of the District Heating for Prizren is part of the CSIP 2020-2025, in this regard conducting the Feasibility Study by considering other Renewable Energies as a heating source, could open the path for Prizren to mobilize funds and investments to construct the District Heating system in Prizren by using the Renewable Energy Sources (Conclusion 8 & 9).

2. INTRODUCTION

United Nations Development Programme (UNDP) Kosovo commissioned a final evaluation of the project “Support for Sustainable Prizren - Initiating Urban NAMAs” (2018 – 2021), as stipulated in the ToR and the project document. This final project evaluation is being conducted to provide conclusions and recommendations about the relevance, efficiency, effectiveness, and sustainability of the project. Its main purpose is learning for all phases of project implementation and benefit from it.

This final evaluation shall assess the project performance and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability, within the whole implementation period. The evaluation shall identify the successful practices and the innovative approach adopted for the project design and its implementation, shall generate knowledge and lessons learned which could be transferred to UNDP and ADA.

The evaluation of project gets higher importance on assessing the success and feasibility to replicate the project to other Kosovo municipalities and/or continue the support of Prizren Municipality with a next Project Phase.

3. EVALUATION SCOPE AND OBJECTIVES

3.1. Evaluation scope

United Nations Development Programme (UNDP) Kosovo commissioned a final evaluation of the project “Support for Sustainable Prizren - Initiating Urban NAMAs” 2018 – 2021, as stipulated in the ToR and the project document. This end-term project evaluation has been conducted to provide conclusions and recommendations about the relevance, efficiency, effectiveness, and sustainability of the project. Its main purpose is learning for all phases of project implementation and benefit from it.

The present final evaluation assignment considers the period of the implementation of the project in Prizren, as a targeted location subject to the project intervention, during the period December 2018 – June 2021. The evaluation focuses on the changes in the climate change sector in the Prizren municipality during this period and tries to evaluate the contribution of this project: (i) On the extent to which the municipality of Prizren enhance its technical capacities in terms of reporting, measuring, and verifying their GHG emissions; (ii) On the process that has been followed by the project for implementation of mitigation actions as urban NAMAs across sectors.

The evaluation covers all the activities of the project at Prizren municipality level. The evaluation has been result based, with the participation of the relevant stakeholders and has identified the project contribute to the local and Kosovo development priorities. The project was assessed on the relevance of the actions, coherence – if the project results fit with the existing Kosovo and local policies, effectiveness – the level of the achieved results by the project, efficiency – how well were the resources used and the impact – assessing of what the project has achieved. The cross-cutting issues were assessed if all important aspects related gender, environment and human rights were considered and included. The participation of the relevant stakeholders and their contribution during all stages of the project were part of the evaluation process.

It was an analysis that included the evaluation of the formal chain (outputs, indicators, baselines, data) and substantive (identification of problem addressed, TOC, results framework) and any implications on the proposed methodology. The evaluation has identified the successful practices, generated knowledge and lessons learned which could be transferred to UNDP and ADA. The evaluation assessed

the degree of the sustainability and the possibilities on how to build on this experience and lessons learned for possible preparation of the next phase project in Prizren and potential for replication in other municipalities.

And also very important, the evaluation analysed the opportunities that the Green Agenda and COVID-19 recovery offers by considering the increase of interest by developments partners in supporting the sustainable urban development. This is specifically important for Kosovo and for the local institutions to plan building the long-term resilience and prosperity, and to meet the ambitious deriving from the SDG and from the Paris Agreement.

3.2. Evaluation objectives

The **main objectives of the Final Project Evaluation** were:

8. To confirm relevance of the project design;
9. To evaluate the project set up, the way various stakeholders were engagement, the approach that was adopted, the potential to replicate it;
10. To assess the efficiency and effectiveness of the project towards the achievements of the objectives (outputs and outcomes);
11. To determine on whether objectives and expected results have been met, outputs produced as planned;
12. To provide findings, lessons or recommendations to assess its success and make a recommendation on whether the initiative should be repeated incorporating the lessons learned.
13. To assess the sustainability from these 30 months of implementation
14. To identify recommendations for future activities, for amending the project results, activities, methodology, resources, and budget, with a particular focus on green growth development interventions.

Considering that, Kosovo is not part of the UNFCCC and is not eligible to benefit from the vertical financial support for the Climate Change issues, regarding the sustainability of the implementation of the mitigation actions of NAMAs. In the evaluation report the focus was also given in identification of new partnerships for sustainable urban development as a means of reducing GHGs and strengthening Kosovo's climate resilience. As the sustainable urban development is attractive for many development partners, including the International Financing Instruments (IFI), this gives even more importance of the evaluation to demonstrate the approach of the project in this regard and in results achieved by initiation of the partnership with the European Bank for Reconstruction and Development (EBRD) for doing the feasibility of the implementation of energy efficiency projects in public buildings which derive from the CSIP action plan.

It is a result based evaluation, with the participation of the relevant stakeholders and has identified the project contribution to the local and Kosovo development priorities. The project has been assessed on the relevance of the actions, coherence – if the project results fit with the existing Kosovo and local policies, effectiveness – the level of the achieved results by the project, efficiency – how well were the resources used and the impact – assessing of what the project has achieved. The cross-cutting issues were assessed if all important aspects related the gender, environment and human rights were considered and included during the project planning and implementation. The assessment of participation of the relevant stakeholders and their contribution during all stages of the project was part of the evaluation process.

The evaluation has elaborated the utilization of the results. The evaluation gave critical analysis and provided a reasonable number of practical and feasible suggestions for the future programming for UNDP and ADA for replication the experiences in other municipalities. It was focused in the evaluation of what make this project a unique in targeting the climate change issues in local level in Kosovo which made Prizren a pioneer in cross-sector planning for sustainable development in planning and implementing of innovative actions for the success of the project and their long-term impact.

And also very important, the evaluation have analysed the opportunities that the Green Agenda and COVID-19 recovery offers by considering the increase of interest by developments partners in supporting the sustainable urban development. This is specifically important for Kosovo and for the local institutions to plan building the long-term resilience and prosperity, and to meet the ambitious deriving from the SDG and from the Paris Agreement.

3.3. Evaluation criteria and questions

According to the ToRs the evaluation framework has addressed the specific questions and issues which were assessed by considering the evaluation criteria, such as: Relevance, Coherence, Effectiveness, Efficiency, Sustainability, Impact, and Gender, which are shown below in table 1. The indicators on which the evaluation criteria were assessed are developed and inserted in the Evaluation Matrix (see Annex C).

Table 1- Key evaluation questions

Key questions to be addressed
Relevance
How relevant was the choice of capacity municipality building on climate change interventions for the stakeholders, in both aspects thematic and the approach?
How does the project link and contribute to local and Kosovo development priorities, the country programme's outputs and outcomes, of ADA and the UNDP Strategic Plan and the SDGs?
How can this project serve as an example model to be replicated in other municipalities or to have another phase of its continuation?
Coherence
How well the project does fits with existing Kosovo priorities, plans and strategies and or policies at local level?
How well is this coordinated with other similar initiatives, how is complementary ensured, how does this build on previous initiatives?
Effectiveness
To what level has the project achieved the expected results as stated in the project document?
Has the project encountered any difficulties during its implementation? If yes, how were the failures solved? What happened?
Efficiency
Have the resources been used efficiently and how the resources have been used to mobilize additional resources?
How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (In comparison to the plan).
Sustainability
Will the project results last beyond the project duration?
Are there jeopardizing aspects that have not been considered or abated by the project actions?
To what extent are stakeholders supportive of the project's long-term objectives?

To what extent has the project contributed to creation the cross-sector coordination system within the beneficiary municipality?
To what extent have the lessons learned been kept and documented by the project team continually and shared with appropriate parties who could learn from the project?
Impact
To what extent has the project helped the positive change in understanding the important role of the cities in reducing vulnerability to climate change?
How the project does contribute to increasing the climate resilience in Kosovo?
Gender
To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

The evaluation scope has covered implementation of the project in Prizren, as a targeted location subject to the project intervention, during the period December 2018 – June 2021.

4. EVALUATION APPROACH AND METHODS

4.1. Methodological Approach

The evaluation methodology of the Final Project Evaluation of the Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions) Project, was conducted as per UNDP rules, methodology and guides incorporating also the ADA criteria and matching the ADA guidelines and specific recommendations of the OECD/DAC Peer Review and evaluation criteria. The overall approach of the evaluation methodology has followed the UNDP Evaluation Guidelines⁴. Evaluation approach and methodology, highlighting the conceptual models to be adopted, and describing the data collection methods, sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments

Evaluation was carried out by a team consisting of one international consultant and one local consultant.

Phase 1: Inception Phase focusing on data collection and desk review as well as stakeholder consultations which in the present situation with travel restrictions was mainly done through teleconferencing and with support from the Kosovo expert in the team. The inception report and the analysis conducted during the inception phase served as basis for further analysis in the evaluation report and presented the Evaluation Matrix (Annex C) outlining the evaluation questions and how these were analysed.

Phase 2: Data Collection and Interview Phase included in-depth desk review, interviews and data collection and verifying the results. It started with key stakeholders' interviews (through teleconferencing and face to face interviews by Kosovo expert). Additionally, data collection through email and other messaging discussions were conducted as necessary.

Phase 3: Data Analysis, Validation and Reporting Phase.

The Draft Evaluation Report was presented in 28th July 2021 to UNDP which has been improved further based on the comments received. A debriefing meeting with ADA was held on 28th July 2021. The

⁴ UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, Jan 2019.

results of this workshop as well as the comments received from ADA and the key stakeholders in writing has guided our team in the finalisation of the final Evaluation Report.

4.2. Data Collection Instruments

Data collection methods were determined by the evidence needed to address the evaluation questions based on the ToRs and developed further during the evaluation inception period. The evaluation questions and data collection methods are presented in the evaluation matrix both with so the semi-structured questionnaire.

Primary data: information collected directly from stakeholders. This information was obtained through interviews and field visits Focus Group Discussions (FGDs) which due to COVID-19 was conducted via teleconferencing. Total number of interviewers was 25 (7 women and 18 men.). Although the interview questions were structured, the evaluator was free to follow-up on any emerging issues that appeared relevant to the core questions. Based on the project evaluation schedule, semi-structured interviews were held, that included key stakeholders, such as, key central institutions counterparts, key municipal counterparts, donors, representatives of the key civil society organisations, academia, Regional public service company of water supply, Regional public service company for waste management, the Regional Office of the Kosovo Electric Distribution Company (KEDS), and the private sector if they were part of the process of project implementation and other implementing partners. The interviews will be undertaken in full confidence and anonymity. The key stakeholders for the interview will be selected in close coordination with the Project Manager.

Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed were prepared by the UNDP Project and are part of the Terms of Reference.

Key informant and focus group discussions with men and women, beneficiaries and stakeholders.

All interviews were undertaken in full confidence and anonymity.

Secondary data: Sources of documentary evidence included project documents, plans and monitoring reports including the Project Documents, Progress Reports and other project related documents as well as available external studies and reviews or similar reports. The evaluation team reviewed over 35 such project related and project produced documents. The documents were carefully desk reviewed and analysed to collect coherent data for analysis.

The data collection and desk review as well as stakeholder consultations/interviews which in the present situation with travel restrictions were mainly done through teleconferencing and with support from the local evaluator in the team. The analysis conducted during the inception phase served as basis for further analysis in the evaluation report and presented the Evaluation Matrix outlining the evaluation questions and how these were analysed. Although the interview questions were structured previously, the evaluator have freely follow-up on any emerging issues that appeared relevant to the core questions.

Based on the project evaluation schedule, semi-structured interviews were held, that have included the key stakeholders, such as, key central institutions counterparts, key municipal counterparts, donors, representatives of the key civil society organisations, academia, Regional public service company of water supply, Regional public service company for waste management, the Regional Office of the Kosovo Electric Distribution Company (KEDS), and the private sector if they were part of

the process of project implementation and other implementing partners. The interviews were undertaken in full confidence and anonymity. The key stakeholders for the interview were selected in close coordination with the Project Manager. The list of the interviewed stakeholders is shown in **Annex D**.

Development of the interview questions – based on key relevance were prepared by the UNDP Project and were part of the Terms of Reference (see Table 1 below) and the evaluation matrix is prepared, see **Annex C**. The evaluation team did not foresee to develop Surveys and questionnaires for analyzation of results.

Field visit – served for the validation of tangible outputs and interventions done by the project including the construction activities that were implemented by the project, which have included the implementation of the urban NAMAs: installation of the solar PV power plant system in municipal building in Prizren, green retrofitting of streets, alleys and parking lots in Prizren, installation of the car charger stations, installation of bus stations, installation of the bicycle stations and chargers . A participatory and consultative approach was applied to ensure close engagement of the implementing partners and the direct beneficiaries. The field visit was held in coordination with the Project Manager/Project Team.

4.3. Data analyses

Data analysis of qualitative and quantitative data was carried out based on questions, indicators and data collection methods set-out in the evaluation framework and matrix in **Annex C** in this report. It was done jointly by the two evaluators and under the leadership of the international evaluator. Team meetings were held weekly/daily throughout the assignment to review the information and emerging conclusions and implications for the ongoing evaluation work. The data analysis was used to translate the collected data into meaningful findings in response to the evaluation questions. As a significant amount of the data collected was qualitative, thematic **content analysis** was used to analyze, interpret, verify and identify themes and group similar findings together to reveal findings and conclusions.

Thus, data was synthesized and presented to account for each of the evaluation criteria used in this evaluation, namely: coherence, relevance, effectiveness, efficiency, sustainability and impact as well as considerations related to possible project extension and the evaluation questions under those criteria. Contribution analysis was utilized as well to evaluate the project performance through exploring cause and effect linkages and for studying the intervention logic and theory of change of the project as well as the specific project contribution to observed change in combination with other processes and interventions.

This data analysis synthesizing finding from the analyzed interviews, and documents/reports was the basis to the formulation of findings, conclusions and forward-looking recommendations presented in the report.

Coherence and Relevance

The evaluations questions under the coherence and relevance criteria were analyzed with a combination of content analysis and contribution analysis of the desk review documents, interview responses to assess the project in terms of complementarity to other related initiatives and the

coherence with and contribution and relevance to the larger processes for improved climate change resilience in Kosovo. The intervention logic of the project is analyzed utilizing contribution analysis.

Efficiency

The efficiency related evaluation questions were mainly analyzed utilizing content analysis of the project documents and reports as well as stakeholder interviews in terms of the efficiency of the management structure, coordination mechanisms and the cross-cutting issues.

Effectiveness

Effectiveness was largely analyzed with content analysis of the collected primary and secondary data complemented with contribution analysis to analyze the intervention logic and study the projects contribution to observed changes in the broader sector context. Under effectiveness the evaluation matrix questions were complemented by additional analysis of cross-cutting objectives.

Sustainability and Impact

The sustainability and impact of the project has been analyzed based in the outputs and results of the project and the ongoing activities and the evaluation focuses on their impact in reaching the Kosovo and local priorities. Has been also analyzed the factors that had facilitating or hindering the sustainability and the broader impact of the project. Analyzing the intervention logic and broader contribution to sector level changes as well as the impacts on the beneficiaries at all levels through combination of content analysis and contribution analysis.

Possible extension related questions

The questions related to the possible extension of the project are mainly analyzed through the interviews with key stakeholders.

A debriefing presentation with key stakeholders will be held and initial findings and recommendations will be presented on 30th July 2021. Draft of the Final Report accounting for the UNDP, ADA, and stakeholders' feedback on the first draft (and improved further based on the comments received) is produced and validated by UNDP by 30 July 2021.

4.4. Limitation, Risks and Mitigation Measures

The project "Support for Sustainable Prizren - Initiating Urban NAMAs" has directly supported municipal institutions to enhance its technical capacities in terms of reporting, measuring, and verifying GHGs emissions, improve stakeholder's coordination, participatory process, multi-stakeholder dialogue for identifying problems, solutions, mobilizing financing, municipality to be able to articulate climate-related priorities, implementation of pilot activities and the cross-cutting issues. Some potential risk and limitation might occur from the side of stakeholders who may not be able to respond to all evaluation questions. To avoid this risk, a number of addition sub-questions were prepared.

Due to the limited time and budget allocated for this final evaluation, the evaluation team could not conduct surveys that would further solidify the data basis for the evaluation findings. COVID-19 pandemic made field work difficult for the international expert and thus the team took measures to ensure interaction and interviews with the stakeholders by utilisation of teleconferencing as well as on site interviews by the Kosovo expert. The team utilised the existing data, project documents,

progress reports, workshop documents, manuals and guidelines produced, interviews and further data collected by the Kosovo expert to triangulate data and information and confirm the findings to the best possible extent. There were no major direct risks for successful project implementation.

Possible risks:

- A change in political situation
- Low capacity of municipality authorities to implement required regulatory changes
- Lack of coordination between administration at local and central level, and highly centralized decision-making
- Lack of means to adopt climate-change-resilient measures

However, to mitigate the possible above listed risks the project has closely work with Municipality of Prizren and other relevant institutions to ensure proper implementation of project activities. The project has organized regular coordination cross-sectorial mechanism in consultation with decision making authorities.

Prevention/and or mitigation measures:

- Close co-operation with Municipality of Prizren, MESPI, KEPA and other relevant institutions to ensure proper implementation of project activities
- Instead of organizing stand-alone training and workshop, the project developed learning-by-doing activities for the municipal staff, such as preparation of GHG inventories, identification and formulation of urban mitigation actions, designing and implementation of the pilot projects
- The project did work in an open and transparent manner and through consultations to ensure alignment between strategies and action plans at central and local level.

4.5. Stakeholder participation

There are no changes from the original proposal regarding the target group, beneficiaries and the partners. UNDP, ADA and the Project team provided all the times support to the evaluation team. The evaluation team established communication with partners at local and Kosovo level, specifically, with the main partner and beneficiary (Municipality of Prizren), Kosovo Energy Efficiency Agency (KEEA) and Kosovo Environment Protection Agency (KEPA). Meetings with other stakeholders of the project are arranged for their participation in the evaluation process.

5 FINDINGS

5.1. Relevance

Evaluation question: How relevant was the choice of capacity building on climate change interventions for the stakeholders, in both aspects thematic and the approach?

1. **The “Support for Sustainable Prizren - Initiating Urban NAMAs” project has clearly focused on practical capacity development supporting reaching the objectives in terms of the preparation the GHG emission inventory, measuring the contribution of each NAMA implementation to GHG emission reduction, developing capacities on identification and implementation NAMA in local level. The capacity development by project is not overlapping with other efforts but need to be**

well coordinated with other capacity development efforts for broader sector capacity improvement.

The project “Support for Sustainable Prizren - Initiating Urban NAMAs” was built upon the past achievements under UNDP interventions in area of climate change, through project financed by the Austrian Development Cooperation, “Support for Low Emission Development in South East Europe (I&II) (2013 – 2016)”, and those of other partners. The ADAs Strategy for Kosovo 2013-2020 is addressed in cross-cutting issues of Governance, Gender equality and the Environment protection. The project builds on the previous results achieved through the ADA funded project (SLED) on climate change that was instrumental to strategic set up in Kosovo in this area of work.

In thematic aspect, this emphasises where design of domestic MRV fits with the MRV framework in UNFCCC context, and especially relationship with National communication (NC) and Biennial Update Report (BUR). An important part of this project was to develop a system which can fit with the existing systems for reporting for NC and BUR. Domestic MRV – this is specific to MRV systems which are to be supported by domestic means, as opposed to those which might get international support. The emphasis is that we aim to develop a primarily domestic MRV system which will also meet the requirements of international MRV for NAMA

Furthermore, according to the central institution stakeholder interviewed (Agency on Energy Efficiency), the project objectives have contributed to build the capacities of the local level of institutions, addressing the EU Progress Report 2020 Recommendations and also contributing on achieving the Kosovo targets and obligations which will derive from the Kosovo Energy and Climate Plan (2021-2030, NECP) which is in process of drafting and expected to be finalised by the end of 2021. According to AEE representative, the NECP will be the main document for planning and implementation of the policies related to mitigation and adaptation to the climate changes in central level and in local level .

In addition to the thematic aspect, the project has used a unique participatory approach for the capacity building and the ownership of the actions by the main partner institution Municipality of Prizren. The unique and innovative approach was based in creation the unit/body inside the municipality which was called the Prizren Green Growth Center (PGGC). The PGGC has coordinated the cross-sector cooperation with inclusion of CSOs, academia, and the business sector, and contributed directly in drafting the CSIP with the gender and human rights inclusion, developing the GHG inventory, preparing and implementation of the urban NAMAs projects.

Evaluation question: How does the project link and contribute to local and Kosovo development priorities, the country programme’s outputs and outcomes, of ADA and the UNDP Strategic Plan and the SDGs?

2. The project has fully met the Kosovo priorities related the climate change mitigation.

Kosovo institutions have considered the climate change policies among the priorities. Even Kosovo is not eligible to participate and sign the UN Framework Convention on Climate Change (UNFCCC) nor the Paris Agreement yet, it has responsibility to respond to the requirements derived from the Energy Community Treaty as one of the signatory countries as part of the pre-accession process toward the EU integration.

This project has contributed to implement the central institutions strategies related the climate change, such as the Climate Change Strategy (CCS) 2017-2026. It was a valid in time when the project “Support for Sustainable Prizren - Initiating Urban NAMAs” has started to be implemented. During the timeline of the project, the CCS has been revised to Climate Change Strategy 2019-2028 and it’s Climate Change Action Plan 2019-2021. The project is completely relevant and contribute to implementation of the Environmental Strategy for Kosovo (2013-2022), Strategy for Air Quality (2013 - 2022), and Kosovo Energy Efficiency Action Plan (NEEAP) 2019-2021. In the local level the project was relevant in contribution to implement the local strategies and plans, such as Municipal Energy Efficiency Action Plan (MEEAP) 2019-2021, Master Plan for Solid Waste Management of the Municipality of Prizren 2014-2023 and Prizren Municipal Development Plan 2013-2025 Referring to the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021) the Kosovo priorities are:

4. Developing Kosovo's capacity to meet its obligations under UNFCCC Convention and the EU;
5. Decrease of greenhouse gas emissions;
6. To increase capacities of central and local level stakeholders, to integrate climate change issues and adoption to development processes;

Specific objectives

- 1.1. To develop and implement policies to climate change;
- 1.2. To create a framework for the establishment of GS Inventory;
- 2.1. Reducing greenhouse gas emissions;
- 2.2. Sustainable mobility planning and promotion in the largest populated centers in Kosovo;
- 3.1. Capacity building for production of information, information use and communication;
- 3.2. Development of awareness programs on climate change;

This project has contributed in the specific objectives (1.1; 1.2; 2.1 and 2.2) through:

Developing Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025 contributed specific objective (1.1)

The implementation of NAMA-s in municipality level has a significant contribution in reaching the Kosovo targets for reduction of GHG emissions from different sectors as defined in the Kosovo strategy and action plan on climate change (2.1 and 2.2).

Introduction of MRV system contributed in specific objective (1.2)

The project Support for Sustainable Prizren - Initiating Urban NAMAs was aligned with the ADA’s mandate and in line with its strategy⁵. The project also is in line with the UNDP Strategic Plan 2018-2021 and the SDGs (fully aligned with the SDG goal 11 and 13).

At the central level, the Project is fully linked with the Kosovo Climate Change Strategy 2017-2018 and it’s Action Plan. During the implementation of the project Support for Sustainable Prizren - Initiating Urban NAMAs, the Kosovo Climate Change Strategy has been revised, but the project stays in line also with the revised Climate Change Strategy 2019-2028 and it’s Action Plan 2019-2021. The project is also linked with the National Development Strategy (NDS) 2016-2021, mainly with its Pillar 4 – Plan for infrastructure.

At the municipal level, the Project is completely in line with the Municipal Energy Efficiency Plan (MEEP) from 2014 and later this plan is revised to the Energy Efficiency Action Plan (MEEAP) 2019-2021, and the also fulfilled with the MEEAP 2019-2021.

⁵ ADA-Kosovo Country Strategy 2013-2020 (*extended until the end of 2021)

Regarding the other municipal strategies and plans, the Project among its activities has developed the Cross-Sector Development Plan (CSIP) 2020-2025 which is aligned with the central and municipal strategic documents mentioned above, as well as with the other municipal strategic documents such as, Master Plan for Solid Waste Management of the Municipality of Prizren 2014-2023, Prizren Municipal Development Plan 2013-2025.

The table below details how different aspects of Support for Sustainable Prizren - Initiating Urban NAMAs project are aligned with Kosovo's, UN's and donor's strategies.

Table 2- Stakeholder's alignment to Support for Sustainable Prizren - Initiating Urban NAMAs

KOSOVO AND MUNICIPAL STRATEGIES	UNDP and SDGs	ADA CROSS-CUTTING OBJECTIVES
<p>National Development Strategy (NDS) 2016-2021:</p> <ul style="list-style-type: none"> • NDS Pillar 4 Plan for infrastructure: Build new and sustainable power generation capacities • NDS Pillar 4 Plan for infrastructure: Decrease the energy consumption through energy efficiency measures • NDS Pillar 4 Plan for infrastructure: Rational use of renewable energy sources <p>Kosovo Climate Change Strategy (CCS) 2017-2026:</p> <p>Action Plan on Climate Change (APCCS) 2019-2021</p> <p>Kosovo Climate Change Strategy (CCS) 2019-2028</p> <p>Environmental Strategy for Kosovo (2013-2022)</p> <p>Strategy for Air Quality (2013 - 2022)</p> <p>Prizren Municipal Energy Efficiency Plan (MEEP) 2014</p> <p>Prizren Municipal Energy Efficiency Action Plan (MEEAP) 2019-2021</p> <p>Master Plan for Solid Waste Management of the Municipality of Prizren 2014-2023</p> <p>Prizren Municipal Development Plan 2013-2025</p>	<p>UNDP Strategic Plan 2018-2021:</p> <p><i>Project Impact:</i> Addressing the climate-change;</p> <p><i>Project Outcome:</i> Enhance national prevention and recovery capacities for resilient societies.</p> <p><i>Output 1:</i> Innovative support for improved regulatory capacities, enhanced legal frameworks, strengthened institutions and local governance capacities.</p> <p><i>Output 2:</i> Increasing the energy access, promoting renewable energy and enhancing energy efficiency in a manner that is inclusive and responsive to the needs of different sectors of the population. <i>Output 2:</i> Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services.</p> <p>SDG 11: Sustainable cities and communities Target 11: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries. Indicator: 11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically</p> <p>SDG 13: Climate action Target 13.2; Integrate climate change measures into national policies, strategies and planning Indicator 13.2.1: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national</p>	<p>ADA Strategy for Kosovo 2013 – 2020 (*extended until the end of 2021) cross-cutting issues:</p> <p>Governance – transparent, participatory and accountable public administration, policies and processes, and the efficient administration of human, natural and financial resources.</p> <p>Gender equality - promotion of equal rights of men and women is, in view of the very unequal participation of women in economic, social and political life.</p> <p>Environment - in private sector development in rural areas emphasis is being put on responsible soil, waste and waste water management, energy efficiency and renewable energy. At the same time, ADC aims at strengthening national capacities in environmental education.</p>

	communication, biennial update report or other)	
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Evaluation question: How can this project serve as an example model to be replicated in other municipalities or to have another phase of its continuation?

3. The institutional capacities developed by the project in Prizren municipality by the initiation of implementation of the urban NAMAs and the lessons learned during the implementation of the project have impact in the Kosovo central institutions level.

The representative of the Kosovo Energy Efficiency Agency highlighted that the project objectives have contributed to build the capacities at the local level, addressing the Recommendations of EU Progress Report 2020 and also contributing on achieving the Kosovo targets as specified in the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021) “ To increase capacities of central and local level stakeholders, to integrate climate change issues and adoption to development processes” and obligations which will derive from the National Energy and Climate Plan (2021-2030, NECP) where the role of municipalities is very significant to reach the targets on EE, RES and GHG.

Through this proposed project, appropriate mitigation actions were demonstrated and Prizren municipality was promoted as a model with the aim to scale up and replicate the same approach in other municipalities.

The project was highly adequate in the institutional context related the tackling the climate change mitigation in Kosovo wide and in municipalities specifically. Selection of Prizren Municipality and Prizren Municipality as main institutional partner beneficiary was an appropriate decision considering the size of the municipality (second large municipality in Kosovo), the ethnical structure of population and the culture diversity. Through the pilot projects implemented, the project has targeted the wide population of the Prizren municipality.

The best practice example was the establishment of the Prizren Green Growth Center. The PGGC enables better coordination, participatory approach with beneficiaries and works closely with project and relevant institutions for creation of the municipal baseline GHG emission inventory; the Measuring, Reporting, and Verification (MRV) data collection and reporting; drafting of the Cross-Sectoral Intervention Plan (CSIP); supports the monitoring and evaluation of the implementation of activities. Furthermore, the PGGC serves to improve the coordination of intersectoral departments, improve the communication with CSOs and communities. Furthermore, by engaging from the start of the project the private sector representatives, has shown successful to attract the sector to actively contribute to GHG reduction.

The municipality Green Growth Centre will serve to improve the coordination of intersectoral departments, improve the communication with CSOs, inclusion of man and women and marginalized groups and by piloting urban mitigation action will demonstrate the feasibility of urban emission reduction for future replications.

Considering that Kosovo is not part of the UNFCCC and accordingly to this is limited to get support from the vertical funding mechanism such as the Global Environmental Facility (GEF), its Small Grants Programme (GEF SGP) and the Green Climate Fund (GCF), the implemented Prizren Urban NAMA project has contributed in developing the capacities and Prizren municipality be able to plan and implement the urban NAMAs and address the climate change mitigation through the cross-sector sustainable planning.

In addition, triggered by the CSIP, with support of the project and PGGC the EBRD completed in January 2021 Feasibility Study the Energy Efficiency Refurbishment of 100 Public Building in Prizren, Environmental and Social Assessment for EBRD Prizren Public Buildings. The loan agreement has passed in the Prizren Municipal Assembly on 18th of March, 2021. The total estimated project cost is approximately EUR 7.5 million including Technical Assistance. Currently the approval process is with Ministry of Finance.

Also, the coordination meetings the Project held with the Kosovo Agency for Energy Efficiency contributed to better information sharing between KAEE and PGGC/Municipality of Prizren. Thus, the PGGC in continuation to support the Municipality of Prizren prepared Energy Efficiency projects proposals to reduce the buildings energy consumption and submitted five project proposals to the KEEF, which resulted to be successful.

5.2. Coherence

Evaluation question: How well the project does fits with existing Kosovo priorities, plans and strategies and or policies at local level?

4. This project is well aligned with the institutions of Kosovo, EU, UNDP and Austrian priorities and strategies.

The project was fully in aligned with Kosovo's priorities related to addressing climate change, with the Kosovo and municipal strategies. It is well linked with Kosovo National Strategy and Action Plan for Climate Change (2017 – 2026). The proposed project was based on the recommendation of the Climate Change Strategy and action plan and all proposed activities derive from the proposed measures in the Strategy. Kosovo Strategy and Action Plan for Climate Change 2017-2026 has been twice revised by the Kosovo institutions during the period of the Project implementation, and currently valid is Kosovo Strategy on Climate Change 2019-2028 and the Action Plan on Climate Change 2019-2021. The Urban NAMA Project goals remain to be coherent with the recent revised National Strategy on Climate Change 2019-2028 and with other above mentioned documents. With implementation of urban NAMA in Prizren, part of the strategic priorities is addressed.

The project showed to be fully coherent with other Kosovo policies regarding the environmental protection that include: The Environmental Strategy for Kosovo (2013-2022), the Strategy for Air Quality (2013 - 2022), National Development Strategy (NDS) 2016-2021.

The project was fully coherent with Kosovo alignment with EU pre-accession process as signatory of the Energy Community Treaty. The treaty requires contracting parties to implement various EU energy laws and develop an adequate regulatory framework. It also sets out targets for the share of renewable energies. As Institutions of Kosovo is in EU pre-accession, transposition and implementation of the EU environmental standards are also guiding principles for Kosovo. Lastly, the Institutions of Kosovo has endorsed the Resolution on the Sustainable Development Goals (SDGs), including SDG 3, good health and well-being; SDG 6, clean water and sanitation; SDG 7, affordable and clean energy; SDG 10 reduced inequalities; and SDG 13 climate action. While all these goals address an individual need within Kosovo's society, they also are approached through a gender sensitive lens and contribute to SDG 5, gender equality by empowering women and girls within Kosovo to better adapt to the risks of climate change.

The local policies of Prizren Municipality that existed to the date of start of the Support for Sustainable Prizren - Initiating Urban NAMAs Project, were: Municipal Development Plan (MDP) 2013-2025, Municipal Energy Efficiency Plan (MEEP) 2014-2020 the Master Plan for Solid Waste Management of the Municipality of Prizren 2014-2023. In 2019 the Municipality of Prizren, according to the Law No. 06/L-079 on Energy Efficiency, has revised the existing MEEP 2014-2020 to the Municipal Energy Efficiency Action Plan (MEEAP) 2019-2021 and was adopted by the Prizren Municipal Assembly. The MEEAP 2019-2021 has the Action Plan with the proposed project to be implemented in period of 2019-2021 with the objective to increase the energy efficiency in public buildings and street lighting and thus reducing the CO₂ emissions.

The Support for Sustainable Prizren - Initiating Urban NAMAs Project took in consideration the above mentioned documents for drafting the Baseline of GHG inventory for Prizren and for drafting the Cross-sector Intervention Plan (CSIP). The priorities, objectives including specific objectives and measures described at the Kosovo policy documents were consulted for drafting the CSIP, GHG Inventory, MRV system and pilot NAMA-s. All these documents are fully aligned with the Kosovo priorities. The same methodology has been followed also for the local policy documents, such as the Municipal Energy Efficiency Action Plan (MEEAP) 2019-2021.

The conclusion on this is that the Support for Sustainable Prizren - Initiating Urban NAMAs Project, was fully coherent with the existing policies of the Prizren Municipality.

Evaluation question: How well is this coordinated with other similar initiatives, how is complementary ensured, how does this build on previous initiatives?

5. This project was in coherence with the previous CC projects implemented in Kosovo

The Support for Sustainable Prizren - Initiating Urban NAMAs Project was coherent with the previous UNDP and ADA contribution to the climate change issues in Kosovo. This intervention is part of UNDPs programme on Climate Change with interventions on Disaster Risk Reduction, adaptation and environment impact on health. It was built on the previous results achieved through the ADA funded project (SLED) on climate change that was instrumental to strategic set up in Kosovo in this area of work.

The Support to Low Emission Development in Kosovo (SLED) project has supported the Institutions of Kosovo to mainstream climate change concerns into sectoral and overall development priorities, thus enabling Kosovo to deal with climate change-related issues, and consider it not only as a separate environmental issue but as an issue of sustainable development. The main activities of this project were:

- a. Preparing scenarios for electricity sector development in the target countries up to 2030, identifying the costs and benefits of low-carbon development, and identifying investment options and synergies arising from cross-border cooperation.
- b. Preparing country-level scenarios for the development of energy efficiency in buildings up to 2030, specifying the costs and impacts of interventions and assessing the impacts of different policy options.
- c. Preparing a guidebook on scenario development for energy efficiency in buildings.
- d. Organizing policy workshops on the findings of the scenario analysis in the electricity and building sectors.

Kosovo mitigation and adaptation actions are in the Climate Change strategy work plan. With implementation of urban NAMA in Prizren, parts of the strategic priorities are addressed.

5.3. Effectiveness

- 6. Evaluation question:** To what level has the project achieved the expected results as stated in the project document? **Most of the results of the project were achieved as per the project original plan, in terms of completion of activities and achievement of the foreseen outcome (objectives) and outputs.**

The foreseen targets for the outputs were achieved including the implementation of all pilot NAMAs. The project actually exceeded the expected results – given the additional funding mobilized and, consequently, the increased number of pilots that could be implemented. The project has clearly focused on practical capacity development supporting reaching the objectives in terms of the involvement of the MWG of PGGC in drafting the GHG Inventory and the CSIP as well as preparing and implementation of the pilot NAMAs.

Expected Output 1:

The municipality of Prizren enhance its technical capacities in terms of reporting, measuring and verifying GHGs emissions.

Overall assessment: targets 1.1 and 1.2 and 1.3 were fully achieved

Output indicator	Output target	Evaluation assessment
Indicator 1.1. The Prizren Green Growth Center is established	Target 1.1. The Prizren Green Growth Center is established	The Prizren Green Growth Center is established
Indicator 1.2. The Baseline GHG inventory is drafted	Target 1.2. The Baseline GHG inventory is drafted	The Baseline GHG inventory is drafted
Indicator 1.3. The MRV system for Prizren Municipality is established	Target 1.3. The MRV system for Prizren Municipality is established	<p>The MRV system for Prizren Municipality is established, but need to be consolidated and linked with the Kosovo MRV system.</p> <p>MRV system includes all institutional, legal and procedural arrangements for estimating anthropogenic emissions, reporting and verification.</p>

Indicator 1.1. In addition beneficiary of the capacity development (not foreseen in logical framework of the project), was the municipal technical staff during the everyday work as part of the PGGC working group. This includes the training for Greenhouse Gas (GHG) Accounting and capacity building for

Measuring, Reporting and Verification (MRV) system. The involvement of the municipal technical staff in activities has contributed to increasing of their capacities.

The Prizren Green Growth Centre (PGGC) was established by the decision of Mayor of Prizren Municipality which was a body for support the Municipality of Prizren in implementation of project and coordination the cross-sector cooperation within the municipal executive. PGGC was composed by the Municipal Working Group (MWG) for the NAMAs consisted by 9 members from the technical professional staff from different sectors of Municipality such as: waste management, energy, environment, transport, and urbanism. In addition, one member was a Professor from the Prizren University and one member from the civil society working on environment and community. The MWG have worked on creation the GHG inventory; development of the Cross-Sector Intervention plan (SCIP); implementation of the pilot urban NAMA project in Prizren; Measuring, Reporting and Verification (MRV). As per decision of the Mayor, the Chair Executive Officer of the PGGC was the Director of Public Services Directorate of Prizren Municipality. The PGGC coordination activities were realised by the PGGC Coordinator contracted by the Urban NAMA Project.

Indicator 1.2 The Baseline of the GHG Inventory for base year 2014 was drafted by using the revised 1996, 2000, 2003 and 2006 IPCC Guidelines for Kosovo Greenhouse Gas Inventories, the IPCC “Good Practice Guidance and Uncertainty Management in Kosovo GHG Inventories (GPG2000)” and Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), ISO 14064 and GHG Protocol has been used for the estimation of Prizren’s GHG emissions inventory.

Sectoral data for GHG emissions estimation was compiled from various sources primarily using available Kosovo data, data collected and presented during data collection process and consultations with Prizren officials, sectoral departments, Kosovo Agency of Statistics, other statistical reports, studies, brochures and other Kosovo and municipality specific information sources. Wherein no formal data was available, are not considered in the study. As per the IPCC guidelines, the inventory estimates the GHG emissions from following sectors which are relevant for Prizren:

- Energy Sector (Residential Building and Commercial & Institutional Building)
- Agriculture Sector (Agriculture - Biomass burned without energy recovery, Urea application, N₂O emissions form managed soils - Direct and N₂O emissions form managed soils - Indirect; and Livestock - Enteric fermentation and Manure management)
- Waste Sector (Solid waste and Waste water)
- Transport (not estimated, due to unavailability of municipality specific relevant data and information)
- Land use, Land Use Change and Forestry (not estimated and considered as net sink, due to unavailability of municipality specific data and information)
- Industrial Processes and Industrial Products Use (not estimated, due to unavailability of municipality specific relevant data and information)

The process for drafting the GHG inventory, according to the stakeholders in municipality, was a complex process and requested the engagement of municipal staff on the data collection. The GHG emission inventory was prepared for the first time and the process of the relevant data collection was difficult. There was no any unit in municipality to provide data for GHG emission inventory estimation. On the other hand the methodology for calculation was introduced for the first time and considering the low technical capacities, made the process difficult. The international knowledge brought in 2019 by the project through the engagement of the International Consultant, was very important for

development the inventory as well as for contributing for the capacity development of the municipal technical staff. Other important aspect in creation of the GHG inventory was the cooperation with MESPI and with Kosovo Environmental Protection Agency (KEPA), which jointly with the engagement of the municipal staff have created the local and Kosovo ownership of the action. The Baseline Inventory of Prizren for 2014 drafted by the project was the first inventory for Prizren and also the first inventory of GHG done for any municipality in Kosovo.

In addition, the manual on how to calculate GHG emission for future preparation of local GHG inventories was provided.

The project has presented the GHG Inventory report on the 25 September 2019, in Prizren. The participants were representatives of the international organization, municipal high officials, working group, PGGC, CSOs, Women NGOs, private businesses and from communities



Figure 1: GHG Inventory Report presentation, 25 September 2019, Prizren

Indicator 1.3 - the establishment of the MRV system for Prizren Municipality was introduced. MRV system includes all institutional, legal and procedural arrangements for estimating anthropogenic emissions, reporting and verification.

The project, has reached to build the human capacities within the PGGC for Measuring, Reporting and Verification (MRV) of the GHG emissions. For doing that, the project has contracted the international company “Carbon Limits” which is specialized and experienced in creation of the system for MRV and for capacity development.

The project through the company “Carbon Limits” has developed the training material for MRV:

- Designing MRV for relevant projects in different sectors
- Introduction to Measurement, Reporting & Verification (MRV)
- Identifying and evaluating relevant projects using criteria and methodology,

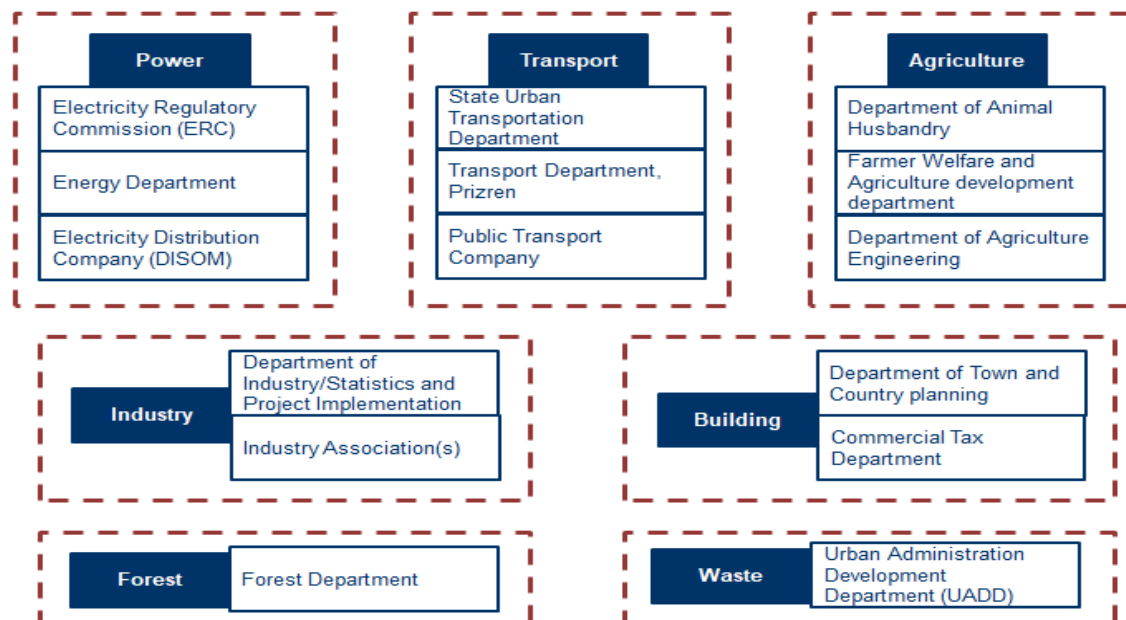
INSTITUTIONAL ARRANGEMENT FOR PRIZREN CITY

- At central level Kosovo Agency of Statistics (KAS) collects and manages the data of GHG emissions, and all cities’ sectoral data for GHG emissions shall report to the KAS for transparency, completeness, consistency and ease to use. Hence the proposed institutional arrangement for Prizren city level GHG emissions data measurement, reporting and verification shall also follow the same level central institutional structure.
- Kosovo Agency of Statistics is a professional institution which deals with collection, processing and publication of official statistical data. The mission of the agency is to meet the needs of users with qualitative statistical data, objective, in time and space so that users have reliable base to conduct regular analysis in the interest of planning and project development at the municipal and central level. To support Kosovo institutions, scientific institutes, research academies, businesses in order to provide proper information for decision-makers and other users in Kosovo.
- Utilizing this existing arrangement for the Kosovo level MRV is prudent. A combination of a guided top-down and bottom-up approaches is appropriate for this city level GHG emissions MRV system. In this approach, the KAS shall provide guidelines on the process and procedures for city level GHG

emissions MRV. The lead sectoral agencies shall develop their own MRV systems according to the guidelines provided by KAS.

- A systematic flow of data shall be established, with data coming mainly from the private sector through the Prizren, and to the offices of the lead sectoral (agriculture, waste, Industry, transport, forestry and energy) departments in the Prizren. These offices, through their own M&E or MRV systems, regularly report to Prizren head office. Prizren will then report to the Prizren Green Growth Centre (PGGC) and then PGGC will report to the Sectoral Departments of the KAS.
- Cross cutting recommendations from all lead sectoral departments to include representatives from the Gender Assessment Focal Point System per identified key sectors in committees and institutional structures. This will ensure that proper attention on relevant gender issues are captured and reflected in program documents.
- Overall the Prizren city level MRV framework shall follow the Kosovo National level GHG Emissions' MRV framework, because ultimately all the city level inventories shall go to the Kosovo level to be used and considered into Kosovo level estimations, planning and communication at Kosovo and international level.

Stakeholder Mapping



The company has also developed the MRV protocols which serve as an overview of the monitoring process, a qualitative assessment of the monitored parameters, the organizational structure, the primary responsibilities of the personnel involved in monitoring and QA/QC process, for:

- Charging stations for electric vehicles
- Solar PV – municipal building (<100 kW System)

As addition important aspects were:

- The establishment of the PGGC - has initiated and coordinated the cross-sector cooperation among the municipal sectors. The PGGC working group have increased capacities and had the key role in providing data for the GHG inventory.
- The GHG inventory - has identified the cross-sector gaps that exist in municipality and also have identified the lack of data for sectors of Transport and Industry, for which sectors was not possible to do the inventory. This has shown that municipality needs to have a common system for data collection for the GHG.

Expected Output 2:

The municipality of Prizren is able to articulate their climate-related priorities, and to identify and implement mitigation actions as urban NAMAs across sectors.

Overall assessment: all targets achieved

Output indicator	Output target	Evaluation assessment
Indicator 2.1. Cross-Sectoral Intervention Plan (CSIP) with gender responsive approach is developed	Target 2.1. Cross-Sectoral Intervention Plan (CSIP) with gender responsive approach is developed	Cross-Sectoral Intervention Plan (CSIP) on climate change with gender responsive approach is developed
Indicator 2.2. Number of urban NAMAs implemented	Target 2.2. At least 4 pilot urban NAMAs implemented	4 pilot urban NAMAs were implemented

The indicators and targets for the Expected result 2 were fully achieved as planned by the Project.

An important aspect was the participatory approach followed by the Project to develop the Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025. CSIP contains analyses of four sectors: Energy, Waste Management, Transport, and Public Services Sector Analysis. After the analysis for each sector are proposed the projects to be implemented and are structured in Action Plan for all mentioned sector. The Plan was developed by the PGGC Working Group, composed by the coordinator of the PGGC, technical staff of municipality from different sectors including the Office for Gender Equality and Human Rights in Municipality of Prizren, the University “Ukshin Hoti” in Prizren, an civil society organization working in environment sector, representatives from Regional Public Enterprise for water supply “Hidroregjioni Jugor”, Regional Public Enterprise for waste management “Eko-Regjioni” as well as the representative of the electricity distribution company “KEDS”. The Working Group was supported by the UNDP Project Team and a professional Local Consultant contracted by the Project. It is important to highlight that the main work for creation of the CSIP was done by the PGGC Municipal Working Group with the support of the Local Consultant. The CSIP is an investment plan and it has also been successful in setting up a mechanism for facilitating public-private partnerships. The CSIP is the first cross-sector investment planning document developed for Prizren Municipality.

According to the central institution stakeholder interviewed: *“development of the baseline GHG Inventory for 2014, drafting the CSIP and implementation of the pilot urban NAMAs, have increased the technical capacities of Prizren and have prepared the basis for drafting the Municipal Energy and Climate Plan which may derive as obligation for all Kosovo municipalities after the National Energy and Climate Plan will be approved by the Kosovo Institutions”.*

The approach adopted by the project for drafting the CSIP has contributed to “on-the-job” capacity development of the Working Group members and also to the municipal ownership of the document.

Prior to developing the CSIP, the project has prepared a gender study and the survey:

- The Project has engaged a Local CSO to develop a Baseline Study to identify the potential gender-related climate change risks in sectors and to specify priority needs of men, woman and marginalized groups for inclusion into the Cross Sectorial Intervention Plan for urban NAMA.
- The project did the survey of technical staff capacities, analysed the ongoing projects and activities of municipality, the sectors priorities and inter-cooperation related to environmental projects and climate change, focusing on energy efficiency for buildings, transport, public infrastructure services and solid waste management through the questionnaire and meetings with all Directorates in Prizren Municipality. The results of the questionnaire enable inclusion and build-up of the ongoing activities from relevant sectors to the drafting Cross-Sectoral Intervention Plan.

The findings from the study were incorporated into the CSIP and the proposed projects for implementation of the CSIP. The Cross-Sectoral Intervention Plan (CSIP) on climate change included the NAMAs for following sectors: energy, waste management, transport and public services, with a total of 74 measures/interventions proposed.



Figure 2: Workshop, drafting CSIP, 20 and 21 June 2019, Prevallë

The important aspect in regard to the Expected result 2 was the approach adopted and a well prepared process and followed by the Project to implement the pilot urban NAMA. The process that was followed consisted of:

- Preparation of the document with the developed criteria's for selection of NAMAs (valid for all NAMAs),
- Developing the Intervention sheets format for the proposed the NAMAs (valid for all NAMAs), which includes: number of NAMA, the SDGs fulfilled by the NAMA, Name of the strategy to be implemented, measure, CO₂ reduction potential, responsible sector, other possible benefits from the NAMA, cost of investment and period of implementation.
- Developing the feasibility study for the Solar Panel Solution Public Buildings in Prizren,
- Developing of proposals for Green retrofitting of streets, alleys and parking lots in Prizren Municipality, and
- Selection of the NAMAs to be implemented by using the previously developed criteria's. The PGGC Working Group was actively part of this process.

Prior to the selection of urban NAMA for the Pilot projects in Smart Green retrofitting of streets, alleys and parking lots in Prizren Municipality, the Project has organized the public discussion Smart Green Retrofitting on 11 September 2020 in Prizren, with the interested parties and the population for discussion the pilot NAMAs to be analysed in further details and be implemented. The Public presentation and discussions on proposed "Smart Green Retrofitting" with residents of Prizren for Smart Green was organized in September 2020 in the indoor cinema spaces of Lumbardhi. Due to Covid-19 safety measures, the CSOs, media, youth and communities agreed for participation of only

one representative on their behalf. Approximately 20 representatives of different CSOs, communities, districts, and media attended the discussions. (<https://prizrenpress.com/ne-prizren-parashihet-te-zbatohen-intervenime-te-gjelbra-urbane/>)

According to the stakeholder interviewed, *“the urban NAMAs interventions were innovative and good examples for promoting the urban green paths, use of electric bicycles and electric cars, but the project should have been more engaged in conducting the public debates and discussions during the preparation phase of the urban NAMA interventions, this was important for having the citizen’s inclusion in selection the intervention locations”*.

For installation of the Solar PV System in Administrative Building of Prizren Municipality, the Project has followed the well planned process which will serve the municipality as a model to follow for the future similar projects. The Project has firstly developed a feasibility study in three public buildings: The Sports Hall “Sezai Surroi” in Prizren, the Building of the House of the Culture and the Library in Prizren and in the main Administrative Building of the Prizren Municipality. The study found that installing the Solar PV system in the main Municipal Administrative building is most feasible, because the building has larger annual energy consumption comparing to other two buildings, and the surface of roof is enough large for installing the PV system. The capacity of the installed system is 65.60 kWp. The calculated annual energy production is 83,454.00 kWh. The CO₂ annual emission reduction is calculated to be 92.36 ton/year.

Installation of the Solar PV system for generation of the electricity by using the Renewable Energy Sources (RES) in the main Municipal Administrative Building was a good example to show that the Municipality besides being the consumer of the electricity it could in the same time is a producer of electricity, and by this will contribute in the reduction of the CO₂ emissions. Also it is important to specify that this building is one of the most representative buildings in Prizren, therefore could serve as good example and inspiration for initiatives by the municipality and the private sector as well.

Up to the date of the Project Evaluation, the Solar PV system is installed and completed, but is not yet put in function and the electricity meter is not installed, this because the Kosovo Energy Regulatory Office (ERO) did not grant yet the consent and approval to be connected into the electricity public grid to distribute the electricity produced by the system. This issue is discussed by the evaluation team with the Regional Office of Kosovo Electric Distribution Company (KEDS). As per KEDS responsible official, the ERO currently, for several months, is missing the Board which is responsible to approve and make the consent for connection of all Solar PV systems into the public electricity grid. In the time when the Board of ERO will be complete, the Solar PV system will get the approval of consent, after that, the KEDS will immediately install the electricity meter and the system will be put into function. This issue was also discussed with the municipal authorities and got the same answer. However the process for getting the permit to install the electric meter is ongoing, the municipality is keeping communications with the ERO.

In implementation of the pilot urban NAMAs the targets were exceeded. Initially the Project has planned to implement 4 pilot urban NAMAs. As a result of the project implementation the additional funding was provided by the UNDP and Prizren Municipality which were invested in the urban NAMAs.

Implementation of pilot urban NAMAs

The implementation of the piloted urban NAMAs continued in 2021 as per Feasibility Study and design for Energy Solar Solution of three Public Buildings in Prizren Municipality (Municipality Administration Building, Sport Gym Hall, House of Culture) and Assessment and Design and technical specifications

and implementation of the smart green solutions in Prizren Municipality completed in 2020. The Urban NAMAs pilot are driven from the Prizren Cross Sectorial Intervention Plan from sectors of Energy, Transport and Public Services. The pilot projects implemented are:

- The Photovoltaic (PV) power System for Municipal Administrative Building

The PV power system will provide yearly about. 30% of the energy needs, GHG emissions reduction 2,000 tons per year, PV system with total installed capacity of 65 kWp (peak power of a PV system), Yearly production of proposed PV System will be 83, 454 kWh.

- The Energy Efficiency Roof Insulation of Municipal Administrative Building

The area of 650sqm of roof is insulated, which enable is saving the energy loss up to 25%.

- Green pedestrian roads gender inclusive intervention.

Treatment the pavement with 240 sqm with inclusive elements of green areas, gender inclusive belt as well as the “white cane” belt for people with visual impairments.

- 3 Greenery Paths

The Smart Green Paths have a length of approx. 20m, smart green plants aiming to promote awareness that the greenery in urban spaces improves municipality microclimates, helps lessen the impacts of climate change, improve air quality and provides health benefits for residents .

- Smart Green Adaptive Social Space - Parking module adapted into usable green area

- 2 Electrical vehicles charging stations

The EV charger stations include PV Solar Energy, with 250Wp and are connected to the municipality grid as well. Aiming to promote zero carbon transport the EV charge station provides free of costs the energy for people by municipal authorities.

- 4 Smart Bicycle charging station interventions.

The capacity of Smart Bicycle charging stations is 6 bikes for each module (x2), giving a total of 12 spots for parking bicycle and charging electric bicycles. The Bicycles stations include PV Solar Energy, with 250Wp and are connected to the municipality grid as well. The EV charge station provides free of costs the energy for people by municipal authorities. Also, the energy at the bicycle station can be used for charging electrical wheelchairs. In addition, the bicycle stations provide to people free of charge wi-fi connections. In the back side of the bicycle stations is included the smart greenery to purify the air and water tank for watering the plants.

- 2 Innovative smart bus stations

The Smart Bus stations includes two electrical plugs for charging of electronic devices, free wi-fi connections, two screens for info visualisation and sound system aiming in the future to include the bus schedule on real time. The bus stations include PV Solar Energy, with 250Wp and are connected to the municipality grid as well. Also, the energy plugs at the bus station can be used for charging electrical wheelchairs. In the back side of the bus stations is included the smart greenery to purify the air and water tank for watering the plants.

Worth to mention that implementation of increased number of the pilot project is enabled with, additional fund by local private business, Prizren Municipality and UNDP’s regional programme. The aim was to demonstrate the effectiveness of such solutions in promoting resilient urban development as a model in the region.

NAMA 1 and 2: Insolation of roof and installing the Solar PV



NAMA 3.1: (1 area)



NAMA 3.2: The Green Path (3 areas)



NAMA 4: (1 area)



NAMA 5: Electric car Charger (4 areas)



NAMA 6: Bicycle Charger (2 areas)



NAMA 7: Bus Station (2 areas)



Figure 3: Pictures of the urban NAMAs implemented by the project

Authorities stated that the capacity development of municipality in addressing the climate change issues was one of the most important aspects of support that the municipality got from the project. The project has achieved to contribute in developing the technical capacities of the municipality, but nevertheless according to municipal authorities: *“it was expected that the technical capacity development for municipality be in principle of “on-the-job-training” with experienced technical consultant working full time and be located in an office inside the municipality”*.

The extension was approved by ADA. The activities resulting with delays were:

- Designing a Monitoring, Reporting and verification system for Prizren Municipality;
- Green retrofitting of streets, alleys and parking lots in Prizren Municipality;
- Solar panel Solution for Public Buildings in Prizren;
- Increase awareness on climate change for women, encourage participation of women in the development of the climate policies, and increase awareness on young students has impacted completion as per schedule of project activities.

The project has reported the summary impact of COVID-19 on project activities to ADA, as per request, on 27 March 2020.

Evaluation question: Has the project encountered any difficulties during its implementation? If yes, how were the failures solved? What happened?

- 7. The project has encountered difficulties during its implementation. Covid-19 has affected the project implementation but the activities have been continued throughout the pandemic. The most hardly affected component has been the NAMA implementation and in general the limited face-to-face interaction between the project team and PGCC has reduced effectiveness of implementation in 2020.**

Project has impressively implemented activities and achieved the planned results up to March 2020. In March 2020 due to the impact of COVID-19 pandemic, the projects staff was forced to work remotely and the project followed UNDP/UNKT Business Continuity Plan (BCP) which has been activated on 16 March 2020. Considering this, the project has faced the delays on achieving the results. This situation has forced the UNDP that on 03 September 2020 request the non-cost extension of the project to ADA for addition 6 months, up to 30 June 2020. The situation created by the COVID-19 pandemic was identified as external risk that affected the achievement of the outcome as per schedule initially planned.

Although some of the activities have been postponed, the project - with support of PGGC managed to start the implementation of the pilot projects, thanks to the fact that it was able to effectively transition to virtual working modalities. The project has been non-cost extended up to 30.06.2021.

5.4. Efficiency

Evaluation question: Have the resources been used efficiently and how the resources have been used to mobilize additional resources?

- 8. The project was implemented directly by the UNDP applying UNDP's rules and procedures for project management and a result-based management approach.**

The project management unit consisted of the full time Project Manager and full time Project Associate. Both were timely contracted and have worked from the very beginning of the project. The Coordinator of the Prizren Green Growth Centre (PGGC) who started to work for the project on 15 March 2019 was contracted by the project to deliver the consultancy services. The Project manager and the Project Associate during the project implementation have sit in the UNDP Office in Pristina, while the Coordinator of the PGGC was based in municipal office in Prizren. The Coordinator of the PGGC was responsible to support the establishment of the PGGC, liaise with the governmental agencies, coordinate and supported the work of the operation management of the PGGC, generate reports on the progress activities, coordinate and support the creation of the GHG inventory, support draft of criteria for selection of the urban NAMAs, support the PGGC in identifying new project, liaise with donors and relevant donor agencies, and draft the project proposals.

The operation management of the PGGC was headed by the Chief Executive Officer, who by the decision of the Mayor was the Director of the Directorate for Public Services of Prizren Municipality.

The project organisation structure is shown in figure below.

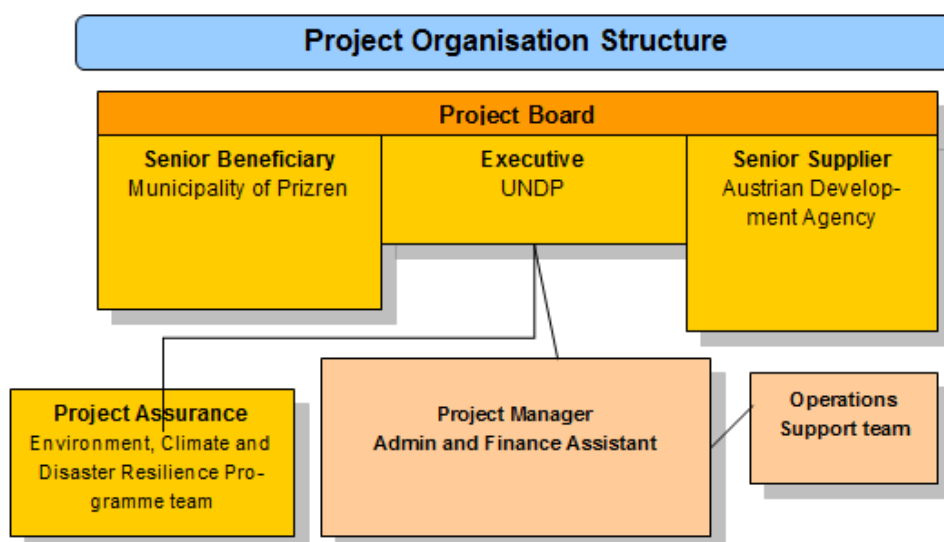


Figure 4: The projects organisational structure

The efficiency of procurement of experts was a key issue during the first 2 years of the project as all the experts in the project implementation team have been contracted as individual consultants and the processes have taken quite a lot of time and administrative efforts.

Partnerships

For implementation of the Project, and by support of the Project, the Municipality of Prizren has established the **Prizren Green Growth Centre (PGGC)**, which is a body for support the Municipality of Prizren in implementation of project and coordination the cross-sector cooperation within the municipal executive. The PGGC has the organizational structure composed by:

- **Administrative Board (AB)**, appointed by the Mayor, which in the same time was the **Project Board**. The role of the Administrative Board was to steer the project implementation and take decision for the urban NAMAs based on the proposals from the Project team and the PGGC Working Group.
- **The Chair Executive Officer of the PGGC**, as per decision of the Mayor, the Chair of the PGGC was the Director of Public Services Directorate of Prizren Municipality.
- **Municipal Working Group for the NAMAs** for the urban level, composed by 9 technical professional staff of different sectors from municipal executive and the Director of Municipal Public Services Directorate.
- **Coordinator of PGGC** was from the UNDP Project.

In the institutional context, the project has had the participatory approach and public discussions during the preparation of the urban NAM pilot projects. Also several workshops were held in preparation the pilot urban NAMA with the participatory inclusion of the Office for Communities in Prizren Municipality; Office for Human Rights Gender equality and anti-discrimination of Prizren Municipality; civil society, business associations, academia, students and interested groups.

Project management / steering:

1. The Administrative Board of PGGC headed with Municipality Mayor held a meeting to review the progress of project activities, endorse GHG inventory report, Cross Sectoral Intervention Plan for Climate Change and Selection Criteria for Urban NAMAs, November 2019.

2. The steering measures which are undertaken to complete successfully the activities under project so far are: 1) establishment of the Prizren Green Growth Center, which will support the Municipality on GHG data collection, reporting, measuring and verifying GHGs emissions reporting, improving the coordination of inter-sectoral departments, monitoring and evaluation of the implementation of pilot activities and 2) establishment of Administrative Board which will steer the municipality towards a sustainable future by adopting ethical and legal governance and financial management policies, as well as being accountable for results.
3. The Administrative Board of PGGC headed by the Mayor of municipality of Prizren held a meeting on 24th January 2020 where were presented and approved the proposed Urban NAMA interventions for 2020, according to the Selection Criteria for Urban NAMAs. This meeting was also attended by representatives from the Kosovo Energy Efficiency Fund/Ministry of Economic Development, respectively the Kosovo Agency for Energy Efficiency, as relevant stakeholders to the project. The MED representatives briefed on the Energy Efficiency Fund opportunities for municipality of Prizren.
4. The Project Board meeting was held on 26 August 2020, in the Assembly Hall of Municipality of Prizren, respecting COVID safety measures. Due to changes of the Prizren appointed directors who are the board members, the project gave an update on the achievements of the project until now. The aim of the meeting was to review and endorse the “Feasibility and Designing Solar Panel Solution for three Public Buildings in Prizren” as well the “Designing green retrofitting of streets, alleys and parking lots in Prizren Municipality”. The Board prioritized the Municipal Administration Building for Solar Panel Solution, as one of the most feasible buildings for such intervention. While regarding the “Designing green retrofitting of streets, alleys and parking lots in Prizren Municipality”, the Board suggested to be presented for the public discussion, which was later organized.
5. On 2 October 2020, a meeting was organized between representatives of UNDP, ADA and the Mayor of Prizren to discuss the achievements of the project so far and the opportunities for continuing with the second phase. During this meeting, were discussed and identified the opportunities and potential for funding contributions regarding the second phase of Urban NAMAs project in Prizren urban and rural areas.
6. In November 2020, the UNDP RR Ms. Maria Suokko met with Head of ADA office Ms. Sandra Horina to discuss UNDP-ADA cooperation and long-term support to promoting climate resilience and sustainable urban development in Kosovo.

Monitoring

The monitoring system of Support for Sustainable Prizren - Initiating Urban NAMAs was rigorous and thorough. Indicators and targets were clear and measurable and the project has prepared a clear **Annual Work Plan** to implement. The Project had on the **Quarterly basis** prepared a quality assessment record on progress towards the completion of key results and this was reported to the UNDP Programme. The **half year basis Inputs Report** was prepared and submitted to ADA Office in Pristina. The **Semi-annual Progress Report** was prepared by the project and submitted to ADA Office in Vienna and to the UNDP. The **Annual Progress report** was prepared by the Project manager and was shared with the Project Board. The Project has conducted the **Annual Project Review** based on the Annual Progress Report.

Every two years the Biannual UNDP Monitoring Stage Quality Assurance Report was prepared, updated/reviewed and approved in the UNDP Internal Platforms.

To monitor the risks, based on the initial risk analyses an issue log and risk log was activated and regularly updated by reviewing the external environment that may affect the project implementation. These facilitated tracking and resolution of potential problems or requests for change.

The monitoring of the project progress was also done in regular basis by the PGGC.

Progress reports were submitted timely and had clear described the progress by providing sufficient information to meet the requirements of UNDP and the donor ADA. Beside the progress in achieving the indicators, the reports have clearly described the information's about the environmental, gender and social standards, risk assessment, steering measures if any, and have highlighted the best practice examples.

Evaluation question: How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (In comparison to the plan).

9. The use of resources against the results achieved has been quite good, due to the expenditure in the first 2 years being as anticipated.

According to the financial reports, the initial fund for the project was 333,000 euro. The project has achieved incentives financed by the UNDP of 100,000 euro and additional finances in amount of 35,000 euro by the municipality. These additional finances were not subject of the evaluation. The evaluation is done for the initial project budget of 333,000 euro.

The finance delivery by the end of project on 30 June 2021 was estimated 326,767 EUR or 98.13% of the initial planned budget. The breakdown of costs as per cost category is shown in table 3. Approximately 24% was spent on salaries, 49.9% was spent in investments for achieving the results of outputs 1 and 2, the consultancy services accounted on 10.7%, the logistic costs were 3,0% and the UNDP administrative expenditure was 7.4% (see the diagram in Figure 4).

Table 3 - the finance allocations and expenditures by the end of project

Cost Items	Approved Reallocated Budget (September 2020) in Euro	Provisional Expenses as of June 21	2021 Balance
Human resources			
Salaries and related costs	78,476.50	78,448.10	28.40
Consultancy services	35,000	35,013	-13.00
Travel costs	1,459	1,459	0.00
Equipment	3,300	3,194	106.00
Logistics and operational costs	9,850	9,842	8.00
Output.1	40,000	40,167	-167.00
Output.2	123,000	122,959	41.00
Visibility, publications etc.	6,248	6,248	0.00
Evaluation	7,000	5,200	1,800
Contingency	4,000	0	4,000
DIRECT COSTS	308,333	302,530	5,803
UNDP Administrative costs	24,667	24,237	430
TOTAL (e.)	333,000	326,767	6,233

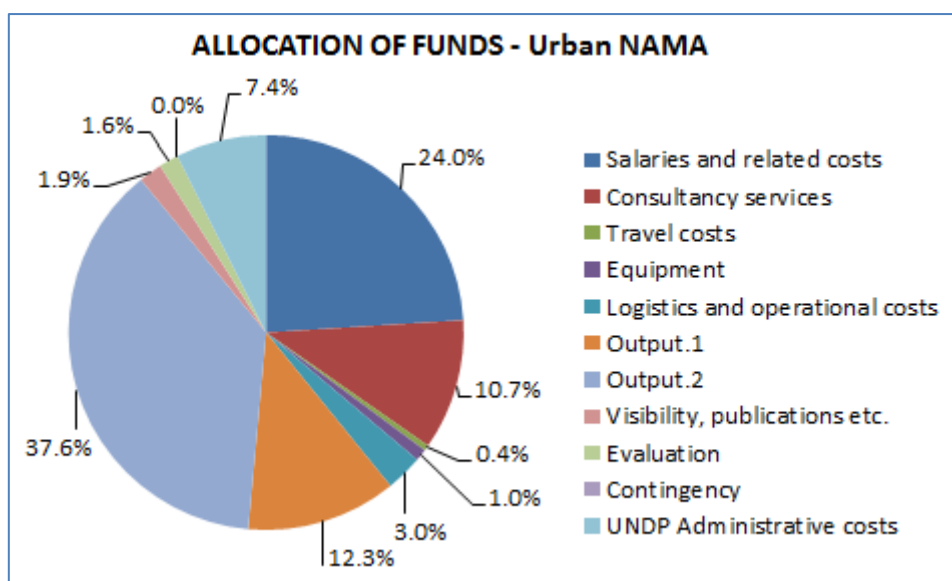


Figure 5: The allocation of funds of the urban NAMA project

During COVID-19 pandemic, the project staff (Project Manager and Project Associate) have been working remotely according to UNDP instructions and regulations. The work of the staff has been in line with the planned activities, but due to restrictive measures set by authorities, the construction work has been delayed. Due to the delayed activities, the project has requested a non-cost extension which was approved with a new end date of 30 June of 2021. The project has requested a non-cost extension which was approved until 30 June of 2021.

Additional 5,000 EUR, was mobilized from a private business "N.T "Kabashi 2" Sh.P.K" as commitment and highlighting the importance of engaging the private sector in reduction of the GHG emissions. 100,000 USD was allocated from UNDP's regional programme funds that allowed for an increase of number of smart urban solutions modules to be implemented – to demonstrate the effectiveness of such solutions in promoting resilient urban development as a model in the region, Prizren Municipality in value of 30,000 EUR in order to increase energy saving in the Administrative Building of Prizren by firstly implementing the roof insulation and after it the installation of the smart photovoltaic (PV) power plant.

During the 6 months extension period the following activities were implemented:

Activity 1.2. Create a baseline inventory and the framework for measuring, reporting and verifying GHGs emissions.

- Designing a Monitoring, Reporting and Verification system for Prizren Municipality;

Activity 2.2. Implementation of pilot urban NAMAs.

- Green retrofitting of streets, alleys and parking lots in Prizren Municipality;
- Solar Panel Solution for Public Buildings in Prizren;
- Increase awareness on climate change for women, encourage participation of women in the development of the climate policies, and increase awareness on young students has impacted completion as per schedule of

Because of the pandemic situation, the international and local travelling expenses have been reduced while the human expenses for the project extension have increased. The project has requested the reallocation budget:

- 5,918 Euro, from Budget item 1.3 Travel costs, to be used reallocated to item 1.1 Human resources.
- 5,270 Euro, from item 3. Logistics and operational costs to item 1. Human resources (a.).

In total reallocation was requested for 11,188 Euro.

5.5. Sustainability

Evaluation question: Will the project results last beyond the project duration?

10. The project takes a multi stakeholder's approach, and it facilitates a dialog and coordination while focusing on sector reform. The project ensured leadership of the Municipality and KEPA at all stages of the project to apply the 'learning by doing' technique, where the institutions will be reformed through project's provided expertise throughout the whole project implementation.

To ensure sustainability of the project, a participative planning process was conducted which ensured that all stakeholders were consulted at local level. All related project activities' drafts and suggestions are constantly developed in close cooperation with local stakeholders and the working group for further development. So far, this approach has been a successful cooperation which has given satisfactory results for the implementation of the project.

The project ensured leadership of the Municipality and KEPA at all stages of the project to apply the 'learning by doing' technique, where the institutions will be reformed through project's provided expertise throughout the whole project implementation. The institutional leadership, hence its reform, will provide bases for sustainability of the interventions and potential role out to other areas in Kosovo. Furthermore, the municipality of Prizren has been supported to develop cross-sectoral plans, taking in consideration to reduce inequalities within society, including gender inequality, and to reduce the vulnerability of marginalised groups (including women). The development of this plans will help the municipality to identify and articulate their climate-related priorities and to implement urban mitigation actions as urban NAMAs across sectors. This pilot urban mitigation action will demonstrate the feasibility of urban emission reduction for future replications.

The unique and innovative approach was based in creation the unit/body inside the municipality which was called the Prizren Green Growth Center (PGGC). The project has established the Prizren Green Growth Centre (PGGC), which was planned to be a unit within the municipality. The PGGC establishment was agreed with Project proposal. Thus, in 15 March 2019 was recruited PGGC Coordinator, while the Working Group members are appointed June 2019. The PGGC has coordinated the cross-sector cooperation with inclusion of CSOs, academia, and the business sector, and contributed directly in drafting the CSIP with the gender and human rights inclusion, developing the GHG inventory, preparing and implementation of the urban NAMAs projects. . The PGGC role was decisive for creation of the cross-sector coordination system within the municipality and cooperation with other stakeholders, and had a crucial role in implementation of the activities and generated the results.

In addition to the thematic aspect, the project has used a unique participatory approach for the capacity building and the ownership of the actions by the main partner institution Municipality of Prizren.

According to municipal authorities it was not possible to establish the PGGC as a separate unit permanent and be part of the Municipal Organigram because of administrative barriers coming from the central institutions Ministry of Internal Affairs and Public Administration. According to authorities, the municipality will continue to discuss with the Ministry and will use all possibilities that the legislation foresees to establish the permanent unit of the PGGC.

Suggestion of the evaluation team: the municipality should analyse opportunities that derives from the Law on Energy Efficiency No. 06/L-079 from 2018, Article 6 and the Administrative Instruction No. 09/2017 on establishing the Municipal Energy Offices.

According to what said above, the Municipality have the ownership of the PGGC, but up to date did not secure the sustainability of the PGGC for being the permanent unit within the municipality.

Evaluation question: Are there jeopardizing aspects that have not been considered or abated by the project actions?

11. As a jeopardising aspect, which did not depend on the project itself, was the complexity of the establishment of the PGGC as a permanent unit within the municipality by having in consideration the current administrative barriers from the central level of Institutions. Nevertheless, the PGGC was fully functional during the project implementation and have achieved all expected results.

The Prizren Green Growth Centre (PGGC) was established by the decision of Mayor of Prizren Municipality which was a body for support the Municipality of Prizren in implementation of project and coordination the cross-sector cooperation within the municipal executive. The PGGC is the main prove of the institutional sustainability of the project.

Evaluation question: To what extent are stakeholders supportive of the project's long-term objectives?

12. Based on the project document review, interviews with the different stakeholders and based on the observation of the evaluators, the stakeholders are supportive to the project's long-term objectives.

The arguments that argue this are:

- Establishment of the PGGC has created a cross-sector cooperation system for the very first time in Prizren. This was the innovative approach which, according to the municipal authorities this approach will continue to be used by municipality in future for planning, developing and implementation of the municipal plans and policies.
- the technical capacities for the municipal staff and other stakeholders developed by the project, have more knowledge and experience to address the climate change mitigation planning and project implementation and they will continue to work for the municipality in developing and implementation of the municipal plans and policies;
- the GHG Inventory will serve municipality and other interested stakeholders in monitoring the results of the implemented climate change mitigation projects;

- the Cross-Sector Intervention Plan (CSIP) 2020-2025 as per the confirmation by the municipal authorities, it will start to implement in coming fiscal year and the budget plan will be included in the municipal budget for the 2022 which will be approved by the Municipal Assembly;
- the capacities developed for the Measuring, Reporting and Verification of the GHG emissions will serve municipality to monitor the CO₂ reduction for the implemented NAMAs by the project and for implementation of the NAMAs which are part of the CSIP;
- The sustainability of the implemented NAMAs is secured, the responsible sector for operation costs and maintenance is the Municipal Directorate for Public Services which also has the ownership on the pilot implemented NAMAs; Promotion of sustainable energy policies (energy efficiency and renewable energy sources), enhancing public awareness concerning energy efficiency, measures to reduce GHG emissions, sustainable transport and air quality through:
 - *Installation of the Solar PV power plant system for generation of the electricity in the main Municipal Administrative Building was a very good example to show that the Municipality besides being the consumer of the electricity it could be in the same time a producer of electricity, contributing in reducing the consumption of energy and the reduction of the CO₂ emissions.*
It is important to specify that this building is one of the most representative buildings in Prizren, therefore could serve as good example and inspiration for initiatives by the municipality and the private sector as well. The capacity of the installed system is 65.60 kWp. The calculated annual energy production is 83,454.00 kWh. The CO₂ annual emission reduction is calculated to be 92.36 ton/year.
 - *Installation of the 2 Electrical vehicles charging stations, the Smart Bus stations and the Bicycle stations (connected to the municipality grid) include PV Solar Energy, with 250Wp aiming to promote zero carbon from transport sector as a prove of sustainable transport.* From the environmental point of view, the installed smart greenery to purify the air and water tank for watering the plants, will improve the quality of air.

Evaluation question: To what extend has the project contributed to creation the cross-sector coordination system within the beneficiary municipality?

13. The project has contributed in cross-sector coordination regarding the planning and implementation of climate change actions as well as the involvement of all municipality departments on preparation GHG emission inventory. This was showed on their efforts for fund raising opportunities.

An important aspect was the participatory approach to develop the Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025. CSIP contains analyses of four sectors: Energy, Waste Management, Transport, and Public Services Sector Analysis. The CSIP is the first cross-sector investment planning document developed for Prizren Municipality. It is important to highlight that the main work for creation of the CSIP was done by the PGGC Municipal Working Group including specialist from the four sectors, with the support of the Local Consultant.

The project has contributed the increase of the Municipal technical capacities regarding the planning and implementation of climate change actions. The PGGC, Baseline of the GHG inventory, the CSIP and the implemented NAMAs are very good foundation that Prizren Municipality see beyond its achievement and puts the higher goals to became a member of the international initiatives and associations of the green and resilient cities. To join as signatory the Covenant of Mayors for Climate and Energy which is open to all local authorities democratically constituted with/by elected

representatives, whatever their size and whatever the stage of implementation of their energy and climate policies.

Possibilities of affiliation in international cities associations

Considering what was said above, the UNDP and ADA may consider supporting Prizren to become member and signatory of the Covenant of Mayors for Climate and Energy initiative⁶ or other cities associations such as Smart Cities Association⁷. Membership in these organisations will enhance the partnerships in Green Development and will bring more opportunities for Prizren to further sustainable development by integrating the climate change mitigation and adaptation issues.

Fund rising opportunities initiated by the support of the project and affiliation possibilities in international associations

Calls for Proposals Cross-Border Cooperation Programme Kosovo:

The PGGC Coordinator was appointed as a contact and responsible person regarding the Calls for Proposals Cross-Border Cooperation Programme Kosovo - The Republic of North Macedonia under IPA II 2016 and 2017. In close collaboration with Municipality officers and partners in Macedonia North, by the end of May 2019 the PGGC has managed to submit the project proposal under the above-mentioned Call for Proposals. Regrettably, this project proposal has not been approved by the evaluation committee. Although this project proposal has not been approved by the evaluation committee, this is a positive step towards cross-border cooperation and will be followed by other proposals and cooperation in the near future.

Partnership initiative with the EBRD

The UNDP has supported the coordination of the meetings between mayor of Prizren and the head of the European Bank for Reconstruction and Development (EBRD). Triggered by the CSIP, with support of the project and PGGC the EBRD completed in January 2021 Feasibility Study the Energy Efficiency Refurbishment of 100 Public Building in Prizren, Environmental and Social Assessment for EBRD Prizren Public Buildings. The loan agreement has passed in the Prizren Municipal Assembly on 18th of March, 2021. The total estimated project cost is approximately EUR 7.5 million including Technical Assistance. Currently the approval process is with Ministry of Finance.

According to the EBRD representative interviewed, in the future is expected that the feasibility for the investment loans to be prepared by municipalities on their own before they make the agreement with the EBRD, this because of the large expenses that the feasibilities require and there is a risk that the agreement not be approved by the municipal assembly of by the Ministry of Finance. Considering this, the Kosovo Institutions, UNDP, ADA and other development organisations in Kosovo find possibilities to give more support to municipalities regarding the climate change issues.

Evaluation question: To what extent have the lessons learned been kept and documented by the project team continually and shared with appropriate parties who could learn from the project?

14. Lessons learned and perspectives has been part of the all progress reports prepared from UNDP.
UNDP has also taken the appropriate measures to ensure the visibility of the project's donor,

⁶ <https://www.covenantofmayors.eu/en/>

⁷ <https://www.smartcitiesassociation.org/>

ADA. The project has used the Urban NAMA project roll-up banner which contained the ADA logo, UNDP logo, Prizren Municipality Logo and name of the project in English and in official local languages in Prizren: Albanian, Serbian and Turkish language.

UNDP has taken the appropriate measures to ensure the visibility of the project's donor, ADA. The project has used the Urban NAMA project roll-up banner which contained the ADA logo, UNDP logo, Prizren Municipality Logo and name of the project in English and in official local languages in Prizren: Albanian, Serbian and Turkish language. As reported, the roll-up banner was placed in a visible place in all project events. In addition, other visibility materials with logos such as notebooks and pens used during the project activities were designed and printed as promotional materials.

Also, the agendas for events organized by project or in cooperation with stakeholders have included the UNDP, ADA logo and Prizren Municipality Logo. The project has also developed the logo for the Prizren Green Growth Centre.



a)



b)



c)



d)

Figure 6: The project visibility material: a) Project Banner, b) the PGGC Logo, c) Banner placed in a visible place during the event, d) Notebooks and pens with the logo of PGGC

Fact Sheet: The Project had prepared the Projects Fact Sheet with a short Projects Summary, description of the Projects Goals and the Results achieved.

Infographics: The Project has prepared and published the infographics for the sectors of Energy, Transportation, Waste Management and Public Services. These sectors were treated and included in CSIP. The infographics gave short information's about the current energy consumption, waste management and showed the objectives to be achieved. Also the infographic sheet was prepared for the results of the GHG Baseline Inventory. The visibilities of the logos were clear shown in the infographics sheets as are shown in figure 8.

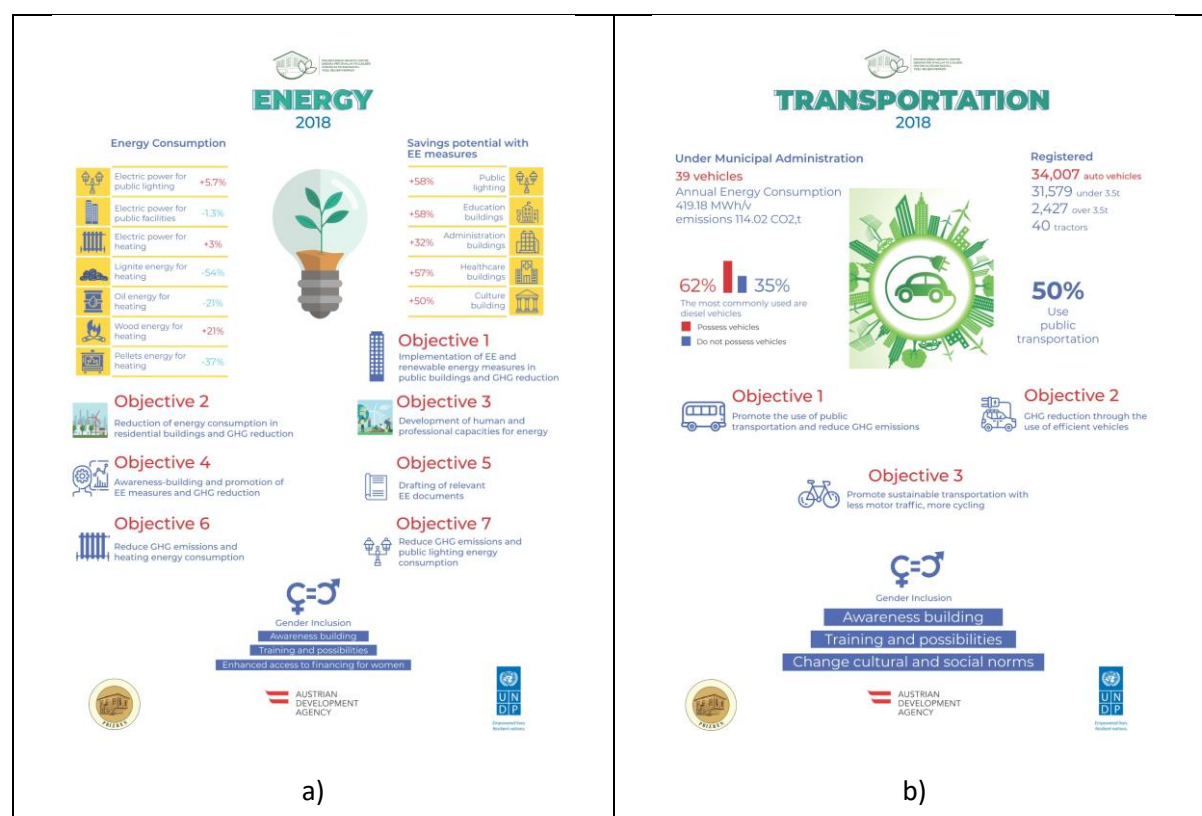
Social Media: Since November 2020 the project produced the monthly report of events/activities for Social Media.

(<https://www.facebook.com/UNDP.Kosovo/>; https://twitter.com/undp_kosovo?lang=en).

The established Facebook page of the PGGC served to interact with residents and disseminate messages and results of the project as well. Also, the agendas for events organized by project or in cooperation with stakeholders have included the UNDP, ADA and Prizren Municipality logos.

The project has prepared the presentations with videos, stories all its produced documentation and quotes from stakeholders has been drafted in the sway platform, which can be found in the following link:

<https://sway.office.com/Kr5Rfx50dtLSISD5?ref=Link>



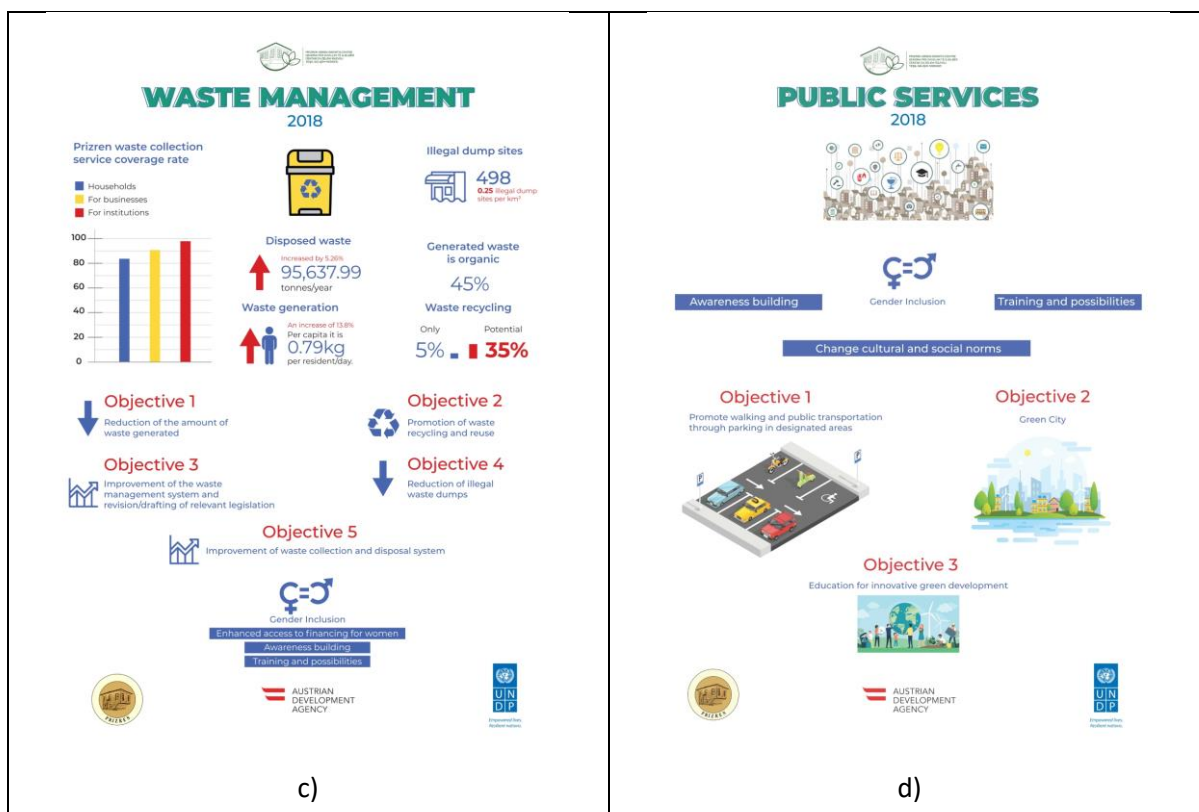


Figure 7: The infographics of the basic data and the objectives of the urban NAMAs: Energy, b) Transportation, c) Waste Management and d) Public Services

5.6. Impact

Evaluation question: To what extent has the project helped the positive change in understanding the important role of the cities in reducing vulnerability to climate change?

15. The project has in large extent helped the positive change in understanding the important role of the cities in reducing vulnerability to climate change.

The overarching objective of the project was to contribute to reducing climate-change related vulnerability in Kosovo in line with the National Climate Change Strategy. Referring to the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021) the Kosovo priorities are:

1. Developing Kosovo's capacity to meet its obligations under UNFCCC Convention and the EU;
2. Decrease of greenhouse gas emissions;
3. To increase capacities of central and local level stakeholders, to integrate climate change issues and adoption to development processes;

Specific objectives

- 1.1. To develop and implement policies to climate change;
- 1.2. To create a framework for the establishment of GS Inventory;
- 2.1. Reducing greenhouse gas emissions;
- 2.2. Sustainable mobility planning and promotion in the largest populated centers in Kosovo;
- 3.1. Capacity building for production of information, information use and communication;
- 3.2. Development of awareness programs on climate change;

This project has contributed in the specific objectives (1.1; 1.2; 2.1 and 2.2) through:

- Developing Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025 contributed specific objective (1.1)

- The implementation of NAMA-s in municipality level has a significant contribution in reaching the Kosovo targets for reduction of GHG emissions from different sectors as defined in the Kosovo strategy and action plan on climate change (2.1 and 2.2).
- Introduction of MRV system contributed in specific objective (1.2)

The municipal authorities argue that despite the relatively short timeline of the project and the limited budget, the project has achieved to influence in better understanding the approach of municipality regarding the climate change issues. According to municipal authorities interviewed, *“although the project budget for implementation of NAMAs was limited and only a number of pilot construction projects were implemented, it is very important that the Project have contributed in initiation of change of mind-set within the municipal institution on how to tackle the climate-change mitigation actions”*.

The innovative design of the smart urban solutions that were developed for Prizren by the Climate Change CSIP triggered interest from UNDP’s regional programme for pilot projects. UNDP’s regional programme invested additional funds with the aim to explore synergies between Prizren NAMAs and other smart city solutions in the region and to extract lessons learnt and disseminate best urban resilience practices across the region.

Also, the coordination meetings the Project held with the Kosovo Agency For Energy Efficiency contributed to better information sharing between KAEE and PGGC/Municipality of Prizren. Thus, the PGGC in continuation to support the Municipality of Prizren prepared Energy Efficiency projects proposals to reduce the buildings energy consumption and submitted five project proposals to the KEEF, which resulted to be successful and the implementation of which is ongoing. On November 2020 was published the second call for proposals by the KAEE, and Prizren municipality submitted additional 5 energy efficiency projects related to public lighting

Furthermore, the Kosovo Energy Efficiency Fund approved to fund for 5 project proposals for improving energy efficiencies in public buildings in Prizren

Evaluation question: How the project does contribute to increasing the climate resilience in Kosovo?

16. The contribution towards the overall objective has been provided through the capacity development of key stakeholder Prizren Municipality, development and implementation of planning framework (CSIP)

The project has contributed in increasing the climate resilience in Kosovo in different ways:

- a) Reaching the specific objectives (3.1 and 3.2) of the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021)
- b) The establishment of the PGGC, has contributed in creation of the municipal cross-sectoral cooperation system, which could be used by the central and local institutions as a model to be implemented in their everyday work.
- c) Implementation of the urban NAMAs, has contributed in implementation of the Kosovo Climate Change Strategy and with overall reduction of the GHG emissions contributed to cleaner and healthier air. Only by installing the Solar PV system in municipal building the calculated annual energy production will be 83,454.00 kWh/year and the CO₂ annual emission reduction was calculated to be 92.36 ton/year.

- d) The project has implemented innovative examples which could have a wider impact in promoting the use of the renewable energy technologies by the institutions, businesses and overall population.
- e) Drafting the CSIP with the gender and human rights inclusion has contributed to the sustainable cross-sector policies planning and by implementation of the NAMAs contributed to reducing climate-change related vulnerability in Prizren and Kosovo.
- f) The project has identified the potential investment portfolio in total amount of EUR 55,801,674, from which EUR 50,000,000 is for the municipality wide District Heating System and 8,801,674 are for other measures. By this the project has contributed in mobilising fund for investments in NAMAs and opens the possibility for the public and private partnerships for investments in NAMAs.

5.7. Gender

Evaluation question: To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

- 17. The cross-cutting issues of gender equality, social inclusion, are fully integrated in the project and are reflected in the project objectives and activities and during the implementation of the project.**

The Cross Sectoral Intervention Plan has in its core the increased awareness on climate change for women, participation of women in the development of the climate policies, and increased awareness on young students to abolish biases for the future professions based on gender. Gender equity is priority in all sectors of the Plan. The project in coordination with Women's network consultant, a project funded by ADA, developed the Scope of e Work for partnership with CSOs, The Administrative Board consists by members from relevant sector, University, NGOs, private business, and Office for Human Rights and Gender Equability is created. The Administrative Board endorsed interventions to increase awareness on climate change for women, encourage participation of women in the development of the climate policies, and increase awareness on young students to abolish biases for the future professions based on gender.

The Urban NAMAs project, particularly through the smart urban solutions, provides gender-responsive public services for residents. Two workshops were organized with representatives of Women NGOs, CSOs, and a public discussion with residents to understand their needs – to be able to better incorporate them into the development of the pilot projects.

For compiling the Cross-Sector Intervention Plan (CSIP), the Project partnered with the NGO "Ec ma ndryshe" from Prizren for development the Baseline Study. A consultation workshop were held as well with Women NGOs, Association for Disability People, municipal relevant officials to identify the potential of gender-related climate change risks and priority needs of marginalized groups. The findings from the Baseline Study and from the workshop were included in the Cross-sector Intervention Plan (CSIP). Planning of urban NAMA were carried out closely with the Municipal Office for Gender Equality and Human Rights, Municipal Office for Communities, as well as the NGOs active in Prizren.

The project contributes to improved environmental sustainability by strengthening capacities of local institutions, incl. in training on GHG emission data collection, verification and reporting, development and implementation of the green interventions. Visibility of the project and its objectives were promoted through the 16 days of activism campaign against gender-based violence by integrating gender-specific messages through social media.

6 CONCLUSIONS

6.1. Relevance and Coherence

1. The “Support for Sustainable Prizren - Initiating Urban NAMAs” project has clearly focused on practical capacity development supporting reaching the objectives in terms of the preparation the GHG emission inventory, measuring the contribution of each NAMA implementation to GHG emission reduction, developing capacities on identification and implementation NAMA in local level. The capacity development by project is not overlapping with other efforts but need to be well coordinated with other capacity development efforts for broader sector capacity improvement (Finding 1).
2. The project has fully met the Kosovo priorities related the climate change mitigation. It is well aligned with the Institutions of Kosovo, EU, UNDP and Austrian priorities and strategies and was in coherence with the previous CC projects implemented in Kosovo (Findings 2, 4 & 5).
3. The institutional capacities developed by the project in Prizren municipality by the initiation of implementation of the urban NAMAs and the lessons learned during the implementation of the project have impact in the Kosovo central Institutions level (Finding 3).

6.2. Effectiveness and Efficiency

4. **The project has *encountered difficulties* during its implementation. However the most of the *results of the project* were achieved as per the project original plan.** Project has impressively implemented activities and achieved the planned results up to March 2020 due to the impact of COVID-19 pandemic. The situation created by the COVID-19 pandemic was identified as external risk that affected the achievement of the outcome as per schedule initially planned. Although some of the activities have been postponed, the project - with support of PGGC managed to start the implementation of the pilot projects, thanks to the fact that it was able to effectively transition to virtual working modalities. The project has been non-cost extended up to 30.06.2021. The foreseen targets for the outputs were achieved including the implementation of all pilot NAMAs. The project actually exceeded the expected results – given the additional funding mobilized and, consequently, the increased number of pilots that could be implemented. The project has clearly focused on practical capacity development supporting reaching the objectives in terms of the involvement of the MWG of PGGC in drafting the GHG Inventory and the CSIP as well as preparing and implementation of the pilot NAMAs (Findings 6 & 7).

5. **The project was implemented directly by the UNDP applying UNDP's rules and procedures for project management and a result-based management approach. The use of resources against the results achieved has been quite good, due to the expenditure in the first 2 years being as anticipated.**

The project management unit consisted of the full time Project Manager and full time Project Associate. Both were timely contracted and have worked from the very beginning of the project. The Coordinator of the Prizren Green Growth Centre (PGGC) who started to work for the project on 15 March 2019 was contracted by the project to deliver the consultancy services. The Project manager and the Project Associate during the project implementation have sit in the UNDP Office in Pristina, while the Coordinator of the PGGC was based in municipal office in Prizren. According to the financial reports, the initial fund for the project was 333,000 euro. The project has achieved incentives financed by the UNDP of 100,000 euro and additional finances in amount of 35,000 euro by the municipality. These additional finances were not subject of the evaluation. The evaluation is done for the initial project budget of 333,000 euro. The finance delivery by the end of project on 30 June 2021 was 326,767 EUR or 98.13% of the initial planned budget (Findings 8 &9).

6.3. Sustainability and Impact

6. **The project results sustainability in overall is secured. The project took a multi stakeholder's approach, and it facilitates a dialog and coordination while focusing on sector reform. The project ensured leadership of the Municipality and KEPA at all stages of the project to apply the 'learning by doing' technique, where the institutions will be reformed through project's provided expertise throughout the whole project implementation.**

To ensure sustainability of the project, a participative planning process was conducted which ensured that all stakeholders were consulted at local level. All related project activities' drafts and suggestions are constantly developed in close cooperation with local stakeholders and the working group for further development. So far, this approach has been a successful cooperation which has given satisfactory results for the implementation of the project (Finding 10).

7. **The project has contributed in cross-sector coordination regarding the planning and implementation of climate change actions as well as the involvement of all municipality departments and enhancing public awareness on energy efficiency and climate change through:**
- a. Developing the Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025
 - b. Preparation GHG emission inventory.
 - c. Promoting the energy efficiency, renewable energy sources and implementing measures to reduce GHG emissions and improve the transport and air quality:
 - Installation of the Solar PV power plant system for generation of the electricity in the main Municipal Administrative Building was a very good example to show that the Municipality besides being the consumer of the electricity it could be in the same time a producer of electricity, contributing in reducing the consumption of energy and the reduction of the CO₂ emissions.
 - Installation of the 2 Electrical vehicles charging stations, the Smart Bus stations and the Bicycle stations (connected to the municipality grid) include PV Solar Energy, with 250Wp aiming to promote zero carbon from transport sector as a prove of sustainable transport.

- From the environmental point of view, the installed smart greenery to purify the air and water tank for watering the plants, will improve the quality of air
 - d. The sustainability of the implemented NAMAs is secured. The responsible sector for operation costs and maintenance is the Municipal Directorate for Public Services which also has the ownership on the pilot implemented NAMAs;
 - e. The project has in large extent helped the positive change in understanding the important role of the cities in reducing vulnerability to climate change. (Findings 12, 13 & 15).
8. Only by installing the Solar PV Power Plan in Municipal Building the contribution in reduction of the CO₂ emissions was 92.36 ton/year for a cleaner and healthier air. The project has identified the potential investment portfolio in total amount of EUR 55,801,674, from which EUR 50,000,000 is for the municipality wide District Heating System and 8,801,674 are for other measures. By this the project has contributed in mobilising fund for investments in NAMAs and opens the possibility for the public and private partnerships for investments in NAMAs. **The project has established the Prizren Green Growth Centre (PGGC), which is the main prove of the institutional sustainability of the project. The PGGC was fully functional during the project implementation and have achieved all expected results. The Municipality has also the ownership on the documents and local development policies delivered by the project and the focus for 2022 is the implementation of NAMAs.**

The Municipality have the ownership of the PGGC, but up to date did not secure the sustainability of the PGGC for being the permanent unit within the municipality this because of the administrative barriers deriving from the legislation and from the central level of Institutions. Municipality will continue communication with the central institutions for establishing the PGGC as permanent unit in Municipality. The Municipality will continue to use the existed structure of PGGC working group with the appointed officials up to the time when it will became a permanent unit. The Municipality has the ownership on the documents and local development policies delivered by the projects well as the implementation of NAMAs: the Municipality has confirmed that the priority projects deriving from the CSIP will be included in Municipal budget for 2022; the capacities developed for the MRV will be used to monitor and report the GHG emission reduction by the implemented projects from the CSIP by considering the Baseline GHG Inventory developed by the project; the responsibilities for operation and maintenance of the pilot implemented NAMAs are to the Public Services Directorate. Furthermore, the technical capacities of all stakeholders developed by the project will be used in the future in different aspect and will contribute to the sustainable development and resilience of the municipality and even more in Kosovo wide. (Findings 11 & 14).

9. **The contribution towards the overall objective has been provided through the capacity development of key stakeholder Prizren Municipality, development and implementation of planning framework (CSIP) and integration of the cross-cutting issues of gender equality and social inclusion.**

This project has contributed in the specific objectives (3.1 and 3.2) of the Climate Change Strategy (2019-2028) and Action Plan on Climate (2019-2021). For compiling the Cross-Sector Intervention Plan (CSIP), the Project partnered with the NGO “Ec ma ndryshe” from Prizren for development the Baseline Study. A consultation workshop were held as well with Women NGOs, Association for Disability People, municipal relevant officials to identify the potential of gender-related climate change risks and priority needs of marginalized groups. The findings from the Baseline Study and from the workshop were included in the Cross-sector Intervention Plan (CSIP). Planning of urban

NAMA were carried out closely with the Municipal Office for Gender Equality and Human Rights, Municipal Office for Communities, as well as the NGOs active in Prizren (Findings 16 & 17).

7 RECOMMENDATIONS

Recommendation 1: UNDP to work closely with ADA to design a follow up second phase of the project for at least three year project with much bigger investment fund for supporting the Prizren Municipality by including the villages and not only the Prizren municipality. In this project is recommended to include other neighbourhood municipalities, such as for example Municipality of Suhareka. Due to being geographically close to each other it would be easy for UNDP to manage the project with less operational costs and easy to use the experiences achieved in Prizren. The possible next phase project to address: mitigation and the adaptation to the climate changes as well as to consider possibilities of engagement of full time experienced technical professionals and young professionals (Conclusions 1, 3 & 5).

Recommendation 2: UNDP to work closely with ADA other donors and the relevant Kosovo central institutions for spreading the adopted approach for addressing the climate change through the cross-sector coordination in all Kosovo municipalities by involving the Association of Kosovo Municipalities (AKM) and using its Collegians for the related municipal directorates as well as its Training Centre and the E-learning Platform for spreading the knowledge and experiences to other municipalities.

The project took a multi stakeholder's approach, and it facilitates a dialog and coordination while focusing on sector reform. The Urban NAMA Project has resulted to have a huge success by establishing the cross-sector coordination system; this experience has to be shared and implemented to other municipalities and possibly by including the neighbourhood municipality such as Suhareka (Conclusions 2, 6 & 7).

Recommendation 3: UNDP and Prizren Municipality to analyse the achievements of the project and the gaps in flow of data information's that the project has identified, such was the case for non-existent database for transport and industry when the GHG Inventory was created. In a possible second phase of the project, the establishment of the database system or a data flow information system could be considered (Conclusion 4).

Recommendation 4: The Prizren Municipality based in the results achieved in Prizren from the implementation of the project, such as:

At Institutional level:

- Establishing and functioning of the PGGC;

At strategic level:

- Development of the Cross-Sector Development Plan (CSIP, 2020-2025)

At the technical level:

- Introduction of Measuring, Reporting and Verification (MRV) system;
- Compiling the GHG emission inventory taking as the base year, 2014;
- Implementation of the pilot urban NAMAs as a big asset for Prizren Municipality

Should see beyond its achievement and puts the higher goals to become a member of the international initiatives and associations of the green and resilient cities. To join as signatory the Covenant of Mayors for Climate and Energy which is open to all local authorities democratically constituted with/by elected representatives, whatever their size and whatever the stage of implementation of their energy and climate policies. (Conclusions 7 & 8)

Recommendation 5: UNDP, ADA and Prizren Municipality to consider long term support for creation a sustainable example model which could serve as a learning hub for sharing the experiences firstly for Kosovo municipalities for addressing the Climate Change issues. In this regard could also be considered the cooperation with the central Institutions and other international development organisations operating in Kosovo and to use the possibilities that offer the former KFOR military camp in Prizren, which is now converted to the Innovation and Training Park (ITP) (Conclusions 1, 3, 7 & 9).

Recommendation 6: Municipality of Prizren to continue to support and to continue keeping the PGGC as a core unit for cross-sector coordination and municipal development planning on environment and climate change issues. Municipality of Prizren to continue to work with the Ministry of Internal Affairs and Public Infrastructure for establishing the PGGC as permanent unit within municipality. The Municipality should analyse opportunities that derives from the Law on Energy Efficiency No. 06/L-079 from 2018, Article 6, and the Administrative Instruction No. 09/2017 on establishing the Municipal Energy Offices (Conclusion 8).

Recommendation 7: Municipality of Prizren to continue cooperation and partnership with the Kosovo Energy Efficiency Fund (KEEF) and EBRD on implementation the projects on energy and climate change. In this regard the Municipality should also seek the possibilities to extent the CSIP by involving the implementation of the NAMAs in private sector and especially to the building sector. In close future the KEEF might include the housing sector to support. Prizren Municipality to consider initiatives that happened in the past, such as the use of the ToR for the Feasibility Study for District Heating for generating the heat from biomass which were prepared by the Ministry for Economic Development in 2018 for 9 Kosovo municipalities including Prizren municipality. Since the installation of the District Heating for Prizren is part of the CSIP 2020-2025, in this regard conducting the Feasibility Study by considering other Renewable Energies as a heating source, could open the path for Prizren to mobilize funds and investments to construct the District Heating system in Prizren by using the Renewable Energy Sources (Conclusion 8 & 9).

8 LESSONS LEARNED AND BEST PRACTICES

Cross-sector coordination

The best practice example was the establishment of the Prizren Green Growth Centre (PGGC). The PGGC enabled better coordination, participatory approach with beneficiaries and worked closely with project and relevant institutions on climate change. Furthermore, the PGGC served to improve the coordination of intersectoral departments, improved the communication with CSOs and communities. By engaging the private sector representatives from the start of the project, the project was shown successful to attract the sector to actively contribute to GHG reduction as was the case with the private business “Kabashi 2”, that showed interest to become partner in implementation of

intervention by contributing to implement measures as per design of the Smart Green Retrofitting and Solar Station Charger for Electrical Vehicles.

Using the results of the project for initiation the partnerships

Creation of the CSIP Action Plan with the estimated budget for its implementation has created a better picture of municipality for the financial and technical capacities that municipality need for implementation of the plan. By this the project has contributed in mobilising fund for investments in NAMAs and opens the possibility for the public and private partnerships for investments in NAMAs. This has increased the interest of other partners into the Prizren Cross-Sectoral Intervention Plan such as European Bank for Reconstruction and Development (EBRD). The Prizren Municipality has initiated cooperation receive 5 MEUR from EBRD for implementation of energy efficiency measures in public buildings.

Participatory approach

To ensure sustainability of the project, a participative planning process important and this was conducted by the project which ensured that all stakeholders were consulted both at central and local level. The project has adopted a multi stakeholder's approach, and have facilitated a dialog and coordination while was focused on sector reform.

All related project activities' drafts and suggestions constantly developed in close cooperation with local stakeholders and the working group for further development. This approach has produced a successful cooperation which has given satisfactory results for the implementation of the project.

Coordination with the key sector institutions

Also, the coordination meetings the Project held with central institutions, such was case with the Kosovo Energy Efficiency Agency (KEEA), contributed to better information sharing between KEEA and PGGC/Municipality of Prizren. Thus, the PGGC in continuation to support the Municipality of Prizren prepared Energy Efficiency project proposals that derives from the Municipal Energy Efficiency Action Plan 2019-2021 for reduction of the buildings energy consumption and submitted five project proposals to the Kosovo Energy Efficiency Fund (KEEF) in the first call and with addition 5 projects in street lighting in the second call, which resulted to be successful.

Involvement of the third parties

Important for the cases when the implementation of the project activities depends on the permits from the third parties such was the case for installing the electric meter to the installed Solar PV System in Municipal Building which was not able to connect with the public electric grid and start the municipality production during the timeline of the project. This happened because the Energy Regulatory Office did not have a complete Board for taking decision to issue the connection permit. Similarly, might happen in the future with the Prizren Historical Zone if any construction intervention might be planned. According to what said above, as a lesson learned, the involvement of the third parties should be from the early stages of the project implementation.

ANNEXES

Annex A: Term of Reference



I. Position Information

Title: **International** Evaluation for the Final Project Evaluation of the Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions) Project

Department/Unit: Environment, Climate and Disaster Resilience - UNDP Kosovo

Reports to: Project Manager/Programme Team

Duty Station: Home Based

Expected Places of Travel (if applicable): NA

Duration of Assignment: 11 days from 01 June 2021 to 25 June 2021

Need for the presence of IC expert in office:

- ☐ partial (explain)
- ☐ intermittent (explain)
- ☐ time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

Office space: Yes - partial

Equipment (laptop, etc.): No

Secretarial Services: Yes - responsible Urban NAMAs team

II. Background Information

The intended impact of the project “Support for Sustainable Prizren - Initiating Urban NAMAs” is to contribute to reducing climate-change-related vulnerability in Kosovo.

The objective of the project is to prepare the municipality of Prizren for reducing the overall Green House Gases (GHG) emissions through cross-sectoral interventions at the municipal level, such as collaboration between industry, government, private sector, civil society including women CSOs and academia that account for different experiences based on gender-sensitive approach. This project will contribute to creating healthy urban living conditions and achieving sustainable growth while setting an example as a municipality-wide intervention for Kosovo. This will be achieved through two outputs:

- The municipality of Prizren enhances its technical capacities in terms of reporting, measuring, and verifying GHGs emissions.
- The municipality of Prizren can articulate its climate-related priorities and identify and implement mitigation actions as urban NAMAs across sectors.

The project time frame is 28 months; the implementation began in December 2018 and the end date is June 2021, with a total budget of 333,000, funded by ADA and the Municipality of Prizren. Additional funds are received by Prizren Municipality 30,000€, Private Business ‘Kabashi’ 5000 € and 100,000USD provided by the UNDP Regional Bureau for Europe and the CIS.

Prizren is the first municipality in Kosovo that has established the Green Growth Center (PGGC) as a mechanism to coordinate and support the green development of the municipality. The PGGC enables better coordination, participatory approach with beneficiaries, works closely with project and relevant departments and institutions and supports the implementation of activities.

The Municipality of Prizren’s baseline year Inventory for Greenhouse Gases (GHGs) emissions has been set for 2014. Furthermore, in close coordination with the Municipal Working Group and PGGC, the Cross-sectoral Intervention Plan is completed. The plan includes interventions from the sector of energy, transport, waste management, and infrastructure services. The plan is drafted in accordance with relevant existing laws, strategies, plans, as well as with policy papers at a central and local level. The importance of the Plan is that includes in one document intervention that contributes enabling or reduction of GHG emissions for 4 sectors, interactions between sectors, and relevant responsible authorities. It became a guiding document for the Prizren municipality for actions regarding climate change mitigation. Moreover, the CSIP addresses sectoral gender needs priorities based on the findings of the completed baseline study for Prizren municipality aiming to identify the potential gender-related climate change risks in sectors and to specify priority needs of men, women, and marginalized groups for inclusion into the Cross-Sectoral Intervention Plan. The CSIP, includes the application of Urban NAMAs in the energy sector, management of waste sector, sector of transport and public services, with interventions to reduce the GHG emissions and contribute to sustainable development. In total, the report was presented 74 measures/interventions.

The first Urban NAMAs Pilot Projects are “Smart Green retrofitting in Prizren Municipality”; “Solar Panel Solution for Public Buildings in Prizren”, “Public Building energy Efficiency through Roof Insulation” and “Increase awareness on climate change for women, encourage the participation of women in the development of the climate policies, and increase awareness on young students”. The Assessments with technical designs for Urban NAMAs pilot projects with its technical design are completed in 2020 and are being implemented.

This end-term project evaluation is being conducted to provide conclusions and recommendations about the relevance, efficiency, effectiveness, and sustainability of the project. The overall responsibility for managing the evaluation will be with the Environment, Climate, and Disaster Resilience Programme of UNDP Kosovo. The project will provide support to the evaluator by organizing meetings with key partners and will work closely with the evaluator to provide the required information.

Intended users:

Primary users: Project stakeholders, in particular the Municipality of Prizren (lead partner), ADA and other co-donors.

Secondary users: Policymakers and programme designers and implementers of other organizations that engage in climate change and Urban NAMAs.

III. Project Information

Project/outcome title: Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions) Project

Project Number: ADC No. 8306-01/2018

Atlas ID: 00113020

Corporate outcome and output:

(2016-2020) Outcome 3: More people adopt healthy behaviours and that increase resilience to potential threats from environmental pollution, disasters, and climate change.

Country: Kosovo (as per UNSCR 1244/1999)

Region: Western Balkans, ECIS

Date project document signed: 30 November 2018.

Project dates: Start: 15 Dec 2018 Planned end: 30 Jun 2021.

Project budget: 368,300€ & 100,000USD

Project expenditure at the time of evaluation:

Funding source: ADA, UNDP, Prizren Municipality, Local private business “Kabashi

Implementing party⁸: UNDP

IV. Objectives of Assignment

Purpose: In coordination with the Local Evaluation Expert provides an assessment of the overall project progress and results against the objectives and indicators of achievement as mandated by the donor ADA and stipulated in the project document.

Objectives:

- To determine the extent to which the municipality of Prizren enhance its technical capacities in terms of reporting, measuring, and verifying GHGs emission.
- To assess the implementation of mitigation actions as urban NAMAs across sectors.
- To identify recommendations for future activities, with a particular focus on green growth development interventions.

V. Scope of work

In order to achieve the above objective, the main tasks of the International Evaluation Expert are to support and work with the Local Evaluation Expert to :

- Conduct a comprehensive desk review of relevant project-related documents and UNDP&ADA evaluation policies and based on this information, draft and submit an inception report with appropriate methodology to be applied during the evaluation, the evaluation matrix, as well as the work plan and any technical instruments to be used during the assignment, while being guided by the set of evaluation questions as presented below.
- Conduct field visits, meetings, discussions, and interviews, with relevant stakeholders and project beneficiaries in Kosovo. The Evaluation Expert is expected to share the list of interviews to be conducted beforehand and receive feedback and clearance from UNDP and ADA. An initial briefing meeting with the UNDP team will be held to finalize the evaluation design.
- Hold a debriefing at the end of the mission with main stakeholders to summarize initial findings and recommendations.
- Based on the feedback received during the debriefing workshop, draft a final evaluation report containing the methodology applied, a presentation of findings, a presentation of the lessons learned, and clear strategic recommendations to the UNDP and its partners for

⁸ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

future interventions of similar nature in the target areas and beyond. These recommendations should contain specifically to whom of each of the partners of the project they are addressed.

The OECD DAC evaluation criteria and the Guidelines for Project and Programme Evaluations developed by the Austrian Development Agency need to be considered throughout the entire evaluation process.

https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

Also, additional criteria as per UNDP rules are to be used such as Stakeholders and Partnership Strategy, Evaluability, Theory of Change or Results/Outcome Map, and Gender.

The following evaluation criteria are to be used as per the UNDP methodology, and related evaluation questions are proposed for the evaluation process; however, these can be expanded and modified by the evaluator. Each evaluation criteria must be ranked as per the UNDP ranking methodology that will be shared with the Evaluation Team during the inception phase of the assignment.

Evaluation questions:

Relevant evaluation criteria	Key suggested questions
Relevance	<ul style="list-style-type: none"> • How relevant was the choice of capacity building on climate change interventions for the stakeholders? • How do the project link and contribute the local and Kosovo development priorities, the country programme's outputs and outcomes, of ADA and the UNDP Strategic Plan and the SDGs? • How can the project serve as future spin-off project (exploiting or building relation to a potential follow-up phase)?
Coherence:	<ul style="list-style-type: none"> • How well does the project fits with existing programmes and or policies at local level? • Does the intervention create the duplication of efforts on climate change local level?
Effectiveness	<ul style="list-style-type: none"> • To what level has the project achieved the results of the project purpose and the expected results as stated in the project document?
Efficiency	<ul style="list-style-type: none"> • Have the resources been used efficiently? How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan).
Sustainability	<ul style="list-style-type: none"> • Will the project results last beyond the project duration? • Are there jeopardizing aspects that have not been considered or abated the project actions? • To what extent do stakeholders support the project's long-term objectives? • To what extent the lessons learned were kept and documented by the project team continually and shared with appropriate parties who could learn from the project?
Stakeholders and Partnership Strategy	<ul style="list-style-type: none"> • Who are the major actors and partners involved in the project and how were their roles and interests? • Was the partnership strategy effective?
Evaluability	<ul style="list-style-type: none"> • Can the project be evaluated credibly? • Were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and are the results verifiable (analysis of intervention logic)?

	<ul style="list-style-type: none"> • Were monitoring systems in place? 	
Theory of Change or Results/Outcome Map	<ul style="list-style-type: none"> • Is the Theory of Change or project logic feasible and was it realistic? Were assumptions, factors and risks sufficiently taken into consideration? 	
Human rights	To what extent have poor, minority groups, physically challenged, women and other disadvantaged and marginalized groups benefited from the project?	
Gender	<ul style="list-style-type: none"> • To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? • Is the gender marker data assigned to this project representative of reality? 	

The evaluation criteria must be ranked as per UNDP ranking methodology, which will be provided by UNDP.

The evaluation questions are proposed for the evaluation process; however, these can be expanded and modified by the evaluator.

The response to the above questions should be followed by specific short- and long-term recommendations that could be undertaken by UNDP or the stakeholders.

This analysis must be done for each result and the overall project.

The external evaluator is responsible for refining the evaluation methodology, developing an evaluation matrix when developing the inception report, evaluation questions, carrying out the evaluation and delivering UNDP Kosovo with a draft report and a final report. The key stakeholders, those involved in the implementation, those served or affected by the project and the users of the evaluation should be involved in the evaluation process.

The Evaluator will submit the:

- Methodology and Evaluation Matrix,
- The final evaluation report (25-30 pages without annexes), the final executive summary **and the results-assessment form (part of the reporting requirement)**

The final evaluation report must include, but not necessarily be limited to, the elements as outlined below:

- Results Assessment Form of ADA (to be provided)
- Title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Executive summary, including a summary of the lessons learned and recommendations
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation methodology
- Data analysis
- Findings and conclusions
- Lessons learned
- Recommendations
- Report annexes

- Finalize the final evaluation report, accounting for the Austrian Development Agency, UNDP, and stakeholders' feedback on the first draft.

All reports need to be written in English.

The executive summary should include key findings and recommendations (three to five pages) and needs to be submitted as part of the final draft report.

The findings and recommendations of the draft final report and final report have to be structured according to the evaluation questions.

The quality of the reports will be judged according to the following criteria:

- Is the results-matrix format part of the report?
- Does the report contain a comprehensive and clear executive summary?
- Were the Terms of Reference fulfilled and is this reflected in the report?
- Is the report structured according to the OECD/DAC criteria?
- Are all evaluation questions answered?
- Are the methods and processes of the evaluation sufficiently documented in the evaluation report?
- Does the report describe and assess the intervention logic (e.g., log frame, program theory) and present/analyse a theory of change and its underlying assumptions?
- Are cross-cutting issues analysed in the report?
- Are the conclusions and recommendations based on findings and are they clearly stated in the report?
- Does the report differentiate between conclusions, lessons learned and recommendations?
- Are the recommendations realistic and is it clearly expressed to whom the recommendations are addressed?
- Were the most significant stakeholders involved consulted?
- Does the report present the information contained in a presentable and clearly arranged form?
- Is the report free from spelling mistakes and unclear linguistic formulations?
- Can the report be distributed in the delivered form?

VI. Methodology

Methodological approaches may include some or all of the following:

Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.

Contract and Kick-off meeting: The contract is signed, and a discussion of the assignment takes place. First documents, including available data, are provided to the evaluation team. (1 day)

Document review of all relevant documentation. This would include a review of inter alia.

- Project document (contribution agreement).
- Theory of change and results framework.
- Programme and project quality assurance reports.
- Annual work plans.
- Activity designs.
- Consolidated periodic and annual reports.
- Highlights of project board meetings.

- Technical/financial monitoring reports.

The existing data needs to be analysed and interpreted and developed in the evaluation matrix.

Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, and implementing partners:

Development of interview questions around relevance, coherence, effectiveness, efficiency, and sustainability and designed for different stakeholders to be interviewed.

Key informative and focus group discussions with men and women, beneficiaries, and stakeholders.

All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

Surveys and questionnaires including participants in development programmes, and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.

Field visits and validation of key tangible outputs and interventions.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.

Other methods such as outcome mapping, group discussions, etc.

Data review and analysis of monitoring and other data sources and methods.

Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will *ensure triangulation of the various data sources*.

All data collected needs to disaggregate by sex.

It is currently estimated that 20 -30 number of people need to be interviewed.

Findings Conclusions and recommendation: This stage provides the first analysis and results of the evaluation, drafts the first findings and conclusions and allows for feedback and completion of any missing data by the UNDP project and Programme.

The Evaluation Report: Submission of the final report

It is expected that the evaluator will present concrete recommendations which are addressed to the specific stakeholders.

VII. Expected Outputs and Deliverables

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1. Supports the Review of the Inception report, Evaluation matrix and technical instruments to be used during the assignment will be drafted, submitted, and endorsed by UNDP after consultation with ADA.	3 w/ds	5 June 2021	Project Manager/Programme Team

2. Supports on gathering data to be used in the final evaluation report.	2 w/ds	10 June 2021	Project Manager/Programme Team
3. Reviews and drafts the Draft Report and Final Evaluation report accounting for the UNDP, ADA, and stakeholders' feedback on the first draft is produced and validated by UNDP.	6 w/ds	25 June 2021	Project Manager/Programme Team

VIII. Implementation Arrangements

The Evaluation Team Composition

The team will be composed of a local evaluation expert and an International Expert.

The expert will work under the direct supervision of the Project Manager, in close consultation with the Programme Team. The project team will provide administrative and logistical support as needed.

Evaluation arrangements

- The Urban NAMAs Project Manager will provide necessary information for the evaluation, will lead the logistical support of the evaluation (support in arrangements of meetings, field visits), and will be the primary point of contact for the evaluation team.
- The Urban NAMAs Project staff located in Prizren will provide logistical support (support in arrangements of online meetings with beneficiaries).
- The UNDP Programme Team will perform quality assurance of the evaluation process and its outputs.
- The Project Board will be the recipient of the evaluation findings and provide any feedback, including through the debriefing workshop at the end of the field mission.

IX. Recruitment Qualifications

Education:

- Master's degree in environmental studies, environmental management, climate change, or other relevant fields.

Experience:

- Minimum 5 years of relevant experience in the area of the environment, climate change and development.
- Minimum five (5) years of experience in conducting evaluations.
- Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches.
- Excellent analytical and report writing skills in clear and fluent English.

Language requirements:

- Fluent in both oral and written English. Excellent analytical and report writing skills in clear and fluent English are required.

The Evaluator must not have been involved in the design, implementation, or monitoring of this project.

X. Evaluation Ethics

“This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The expert must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The expert must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.”

XI. Scope of price proposal and schedule of payments

Remuneration - Lump Sum Amount:

The Contract is based on lump-sum remuneration and shall be processed subject to deliverables as per the schedule listed below:

- Deliverable 1&2: **50% of the total amount of the contract**
- Deliverable 3 –Final Evaluation Report: **50% of the total amount of the contract**

XII. Recommended Presentation of Offer

The following three documents must be submitted to be evaluated and considered for the assignment:

Presentation of Offer

- Duly accomplished Letter of Confirmation of Interest and Availability
- P11 (signed), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references (P11 can be downloaded at UNDP web site:
<http://www.ks.undp.org/content/kosovo/en/home/operations/jobs/>)
- Technical proposal, a max. The 2-page document briefly outlining the methodology envisaged for the assignment for delivering the expected results within the indicated timeframe (an interview will be conducted for the shortlisted candidates);
- Financial proposal, the expert is expected to provide an all-inclusive lump-sum amount/financial proposal. The Offeror must indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

XIII. Criteria for selection of the Best Offer

Criteria for Selection of the Best Offer

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70% and combined with the price offer which will be weighted a max of 30%.

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual Evaluator whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and*

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; [70%]

* Financial Criteria weight; [30%]

Criteria	Weight	Max. Point
<u>Technical</u>	70%	70
• Education		10
Relevant Experience in the evaluation processes associated with climate change.		20
• Familiarity with the Kosovo legislation framework on climate change		5
• Language knowledge		5
• Technical proposal of work		30
<u>Financial</u>	30%	30

Only candidates obtaining a minimum of 70% point would be considered for the Financial Evaluation.

XIV. Competencies

Corporate Competencies :

- Committed to the highest regards of professionalism, impartiality, accountability, transparency, ethics, and integrity.
- Displays cultural, gender, religion, race, nationality, ethnicity, and age sensitivity and adaptability.
- Demonstrates substantial experience in gender equality and social inclusion.
- Treats all people fairly without favouritism.

Functional Competencies:

- Ability to work effectively within a team and develop good relationships with counterparts and stakeholders.
- Ability to synthesize research and conclude the related subjects.
- Ability to pay attention to details.
- Demonstrates transparency and provides feedback to all those who will contribute to the evaluation.
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing.
- Ability to establish effective working relations in a multicultural team environment.
- Commitment to accomplish work.
- Responds positively to critical feedback.
- Results and task-oriented.

This TOR is approved by:

Signature: _____

Name and Designation: _____

Date of Signing: _____

Acceptance by the IC holder: _____



I. Position Information

Title: **Local Evaluation Expert** to Conduct the Final Project Evaluation of the Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions) Project

Department/Unit: Environment, Climate and Disaster Resilience - UNDP Kosovo

Reports to: Project Manager/Programme Team

Duty Station: Kosovo

Expected Places of Travel (if applicable): Prizren/Kosovo

Duration of Assignment: 26 May 2021 to 25 June 2021 (20 w/d within this period)

Need for the presence of IC expert in office:

- ☐ partial (explain)
- ☐ intermittent (explain)
- ☐ time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

Office space: Yes - partial

Equipment (laptop, etc.): No

Secretarial Services: Yes - responsible Urban NAMAs team

II. Background Information

The intended impact of the project “Support for Sustainable Prizren - Initiating Urban NAMAs” is to contribute to reducing climate-change-related vulnerability in Kosovo.

The objective of the project is to prepare the municipality of Prizren for reducing the overall Green House Gases (GHG) emissions through cross-sectoral interventions at the municipal level, such as collaboration between industry, government, private sector, civil society including women CSOs and academia that account for different experiences based on gender-sensitive approach. This project will contribute to creating healthy urban living conditions and achieving sustainable growth while setting an example as a municipality-wide intervention for Kosovo. This will be achieved through two outputs:

- The municipality of Prizren enhances its technical capacities in terms of reporting, measuring, and verifying GHGs emissions.
- The municipality of Prizren can articulate its climate-related priorities and identify and implement mitigation actions as urban NAMAs across sectors.

The project time frame is 28 months; the implementation began in December 2018 and the end date is June 2021, with a total budget of 333,000, funded by ADA and the Municipality of Prizren. Additional funds are received by Prizren Municipality 30,000€, Private Business ‘Kabashi’ 5000 € and 100,000USD provided by the UNDP Regional Bureau for Europe and the CIS.

Prizren is the first municipality in Kosovo that has established the Green Growth Center (PGGC) as a mechanism to coordinate and support the green development of the municipality. The PGGC enables better coordination, participatory approach with beneficiaries, works closely with project and relevant departments and institutions and supports the implementation of activities.

The Municipality of Prizren's baseline year Inventory for Greenhouse Gases (GHGs) emissions has been set for 2014. Furthermore, in close coordination with the Municipal Working Group and PGGC, the Cross-sectoral Intervention Plan is completed. The plan includes interventions from the sector of energy, transport, waste management, and infrastructure services. The plan is drafted in accordance with relevant existing laws, strategies, plans, as well as with policy papers at a central and local level. The importance of the Plan is that includes in one document intervention that contributes enabling or reduction of GHG emissions for 4 sectors, interactions between sectors, and relevant responsible authorities. It became a guiding document for the Prizren municipality for actions regarding climate change mitigation. Moreover, the CSIP addresses sectoral gender needs priorities based on the findings of the completed baseline study for Prizren municipality aiming to identify the potential gender-related climate change risks in sectors and to specify priority needs of men, women, and marginalized groups for inclusion into the Cross-Sectoral Intervention Plan. The CSIP, includes the application of Urban NAMAs in the energy sector, management of waste sector, sector of transport and public services, with interventions to reduce the GHG emissions and contribute to sustainable development. In total, the report was presented 74 measures/interventions.

The first Urban NAMAs Pilot Projects are "Smart Green retrofitting in Prizren Municipality"; "Solar Panel Solution for Public Buildings in Prizren", "Public Building energy Efficiency through Roof Insulation" and "Increase awareness on climate change for women, encourage the participation of women in the development of the climate policies, and increase awareness on young students". The Assessments with technical designs for Urban NAMAs pilot projects with its technical design are completed in 2020 and are being implemented.

This end-term project evaluation is being conducted to provide conclusions and recommendations about the relevance, efficiency, effectiveness, and sustainability of the project. The overall responsibility for managing the evaluation will be with the Environment, Climate, and Disaster Resilience Programme of UNDP Kosovo. The project will provide support to the evaluator by organizing meetings with key partners and will work closely with the evaluator to provide the required information.

Intended users:

Primary users: Project stakeholders, in particular the Municipality of Prizren (lead partner), ADA and other co-donors.

Secondary users: Policymakers and programme designers and implementers of other organizations that engage in climate change and Urban NAMAs.

III. Project Information

Project/outcome title: Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions) Project

Project Number: ADC No. 8306-01/2018

Atlas ID: 00113020

Corporate outcome and output:

(2016-2020) Outcome 3: More people adopt healthy behaviours and that increase resilience to potential threats from environmental pollution, disasters, and climate change.

Country: Kosovo (as per UNSCR 1244/1999)

Region: Western Balkans, ECIS

Date project document signed: 30 November 2018.

Project dates: Start: 15 Dec 2018 Planned end: 30 Jun 2021.

Project budget: 368,300€ & 100,000USD

Project expenditure at the time of evaluation:

Funding source: ADA, UNDP, Prizren Municipality, Local private business “Kabashi

Implementing party⁹: UNDP

IV. Objectives of Assignment

Purpose: To provide an assessment of the overall project progress and results against the objectives and indicators of achievement as mandated by the donor ADA and stipulated in the project document.

Objectives:

- To determine the extent to which the municipality of Prizren enhance its technical capacities in terms of reporting, measuring, and verifying GHGs emission.
- To assess the implementation of mitigation actions as urban NAMAs across sectors.
- To identify recommendations for future activities, with a particular focus on green growth development interventions.

V. Scope of work

In order to achieve the above objective, the main tasks of the Local Evaluation Expert are to:

- Conduct a comprehensive desk review of relevant project-related documents and UNDP&ADA evaluation policies and based on this information, draft and submit an inception report with appropriate methodology to be applied during the evaluation, the evaluation matrix, as well as the work plan and any technical instruments to be used during the assignment, while being guided by the set of evaluation questions as presented below.
- Conduct field visits, meetings, discussions, and interviews, with relevant stakeholders and project beneficiaries in Kosovo. The Evaluation Expert is expected to share the list of interviews to be conducted beforehand and receive feedback and clearance from UNDP and ADA. An initial briefing meeting with the UNDP team will be held to finalize the evaluation design.
- Hold a debriefing at the end of the mission with main stakeholders to summarize initial findings and recommendations.
- Based on the feedback received during the debriefing workshop, draft a final evaluation report containing the methodology applied, a presentation of findings, a presentation of the lessons learned, and clear strategic recommendations to the UNDP and its partners for future interventions of similar nature in the target areas and beyond. These recommendations should contain specifically to whom of each of the partners of the project they are addressed.

The OECD DAC evaluation criteria and the Guidelines for Project and Programme Evaluations developed by the Austrian Development Agency need to be considered throughout the entire evaluation process.

⁹ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

Also, additional criteria as per UNDP rules are to be used such as Stakeholders and Partnership Strategy, Evaluability, Theory of Change or Results/Outcome Map, and Gender.

The following evaluation criteria are to be used as per the UNDP methodology, and related evaluation questions are proposed for the evaluation process; however, these can be expanded and modified by the evaluator. Each evaluation criteria must be ranked as per the UNDP ranking methodology that will be shared with the Evaluation Team during the inception phase of the assignment.

Evaluation questions:

Relevant evaluation criteria	Key suggested questions
Relevance	<ul style="list-style-type: none"> • How relevant was the choice of capacity building on climate change interventions for the stakeholders? • How do the project link and contribute the local and Kosovo development priorities, the country programme's outputs and outcomes, of ADA and the UNDP Strategic Plan and the SDGs? • How can the project serve as future spin-off project (exploiting or building in relation to a potential follow-up phase)?
Coherence:	<ul style="list-style-type: none"> • How well does the project fits with existing programmes and or policies at local level? • Does the intervention create the duplication of efforts on climate change at local level?
Effectiveness	<ul style="list-style-type: none"> • To what level has the project achieved the results of the project purpose and the expected results as stated in the project document?
Efficiency	<ul style="list-style-type: none"> • Have the resources been used efficiently? How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan).
Sustainability	<ul style="list-style-type: none"> • Will the project results last beyond the project duration? • Are there jeopardizing aspects that have not been considered or abated by the project actions? • To what extent do stakeholders support the project's long-term objectives? • To what extent the lessons learned were kept and documented by the project team continually and shared with appropriate parties who could learn from the project?
Stakeholders and Partnership Strategy	<ul style="list-style-type: none"> • Who are the major actors and partners involved in the project and how were their roles and interests? • Was the partnership strategy effective?
Evaluability	<ul style="list-style-type: none"> • Can the project be evaluated credibly? • Were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and are the results verifiable (analysis of intervention logic)? • Were monitoring systems in place?
Theory of Change or Results/Outcome Map	<ul style="list-style-type: none"> • Is the Theory of Change or project logic feasible and was it realistic? Were assumptions, factors and risks sufficiently taken into consideration?

Human rights	To what extent have poor, minority groups, physically challenged, women and other disadvantaged and marginalized groups benefited from the project?
Gender	<ul style="list-style-type: none"> • To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? • Is the gender marker data assigned to this project representative of reality?

The evaluation criteria must be ranked as per UNDP ranking methodology, which will be provided by UNDP.

The evaluation questions are proposed for the evaluation process; however, these can be expanded and modified by the evaluator.

The response to the above questions should be followed by specific short- and long-term recommendations that could be undertaken by UNDP or the stakeholders.

This analysis must be done for each result and the overall project.

The external evaluator is responsible for refining the evaluation methodology, developing an evaluation matrix when developing the inception report, evaluation questions, carrying out the evaluation and delivering UNDP Kosovo with a draft report and a final report. The key stakeholders, those involved in the implementation, those served or affected by the project and the users of the evaluation should be involved in the evaluation process.

The Evaluator will submit the:

- Methodology and Evaluation Matrix,
- The final evaluation report (25-30 pages without annexes), the final executive summary **and the results-assessment form (part of the reporting requirement)**

The final evaluation report must include, but not necessarily be limited to, the elements as outlined below:

- Results Assessment Form of ADA (to be provided)
- Title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Executive summary, including a summary of the lessons learned and recommendations
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation methodology
- Data analysis
- Findings and conclusions
- Lessons learned
- Recommendations
- Report annexes
- Finalize the final evaluation report, accounting for the Austrian Development Agency, UNDP, and stakeholders' feedback on the first draft.

All reports need to be written in English.

The executive summary should include key findings and recommendations (three to five pages) and needs to be submitted as part of the final draft report.

The findings and recommendations of the draft final report and final report have to be structured according to the evaluation questions.

The quality of the reports will be judged according to the following criteria:

- Is the results-matrix format part of the report?
- Does the report contain a comprehensive and clear executive summary?
- Were the Terms of Reference fulfilled and is this reflected in the report?
- Is the report structured according to the OECD/DAC criteria?
- Are all evaluation questions answered?
- Are the methods and processes of the evaluation sufficiently documented in the evaluation report?
- Does the report describe and assess the intervention logic (e.g., log frame, program theory) and present/analyse a theory of change and its underlying assumptions?
- Are cross-cutting issues analysed in the report?
- Are the conclusions and recommendations based on findings and are they clearly stated in the report?
- Does the report differentiate between conclusions, lessons learned and recommendations?
- Are the recommendations realistic and is it clearly expressed to whom the recommendations are addressed?
- Were the most significant stakeholders involved consulted?
- Does the report present the information contained in a presentable and clearly arranged form?
- Is the report free from spelling mistakes and unclear linguistic formulations?
- Can the report be distributed in the delivered form?

VI. Methodology

Methodological approaches may include some or all of the following:

Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.

Contract and Kick-off meeting: The contract is signed, and a discussion of the assignment takes place. First documents, including available data, are provided to the evaluation team. (1 day)

Document review of all relevant documentation. This would include a review of inter alia.

- Project document (contribution agreement).
- Theory of change and results framework.
- Programme and project quality assurance reports.
- Annual work plans.
- Activity designs.
- Consolidated periodic and annual reports.
- Highlights of project board meetings.
- Technical/financial monitoring reports.

The existing data needs to be analysed and interpreted and developed in the evaluation matrix.

Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, and implementing partners:

Development of interview questions around relevance, coherence, effectiveness, efficiency, and sustainability and designed for different stakeholders to be interviewed.

Key informative and focus group discussions with men and women, beneficiaries, and stakeholders.

All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

Surveys and questionnaires including participants in development programmes, and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.

Field visits and validation of key tangible outputs and interventions.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.

Other methods such as outcome mapping, group discussions, etc.

Data review and analysis of monitoring and other data sources and methods.

Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will *ensure triangulation of the various data sources*.

All data collected needs to disaggregate by sex.

It is currently estimated that 20 -30 number of people need to be interviewed.

Findings Conclusions and recommendation: This stage provides the first analysis and results of the evaluation, drafts the first findings and conclusions and allows for feedback and completion of any missing data by the UNDP project and Programme.

The Evaluation Report: Submission of the final report

It is expected that the evaluator will present concrete recommendations which are addressed to the specific stakeholders.

VII. Expected Outputs and Deliverables

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1. Inception report, Evaluation matrix and technical instruments to be used during the assignment will be drafted, submitted, and endorsed by UNDP after consultation with ADA.	3 w/ds	08 May 2021	Project Manager/Programme Team
2. Field visits, meetings and interviews are conducted, gathering data to be used in the final evaluation report.	7 w/ds	15 June 2021	Project Manager/Programme Team
3. A debriefing workshop/presentation with key stakeholders is held and initial findings and recommendations presented.	1 w/d	16 June 2021	Project Manager/Programme Team

4. Draft Report and Final Evaluation report accounting for the UNDP, ADA, and stakeholders' feedback on the first draft is produced and validated by UNDP.	9 w/ds	25 June 2021	Project Manager/Programme Team
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VIII. Implementation Arrangements

The Evaluation Team Composition

The team will be composed of a local evaluation expert.

The expert will work under the direct supervision of the Project Manager, in close consultation with the Programme Team. The project team will provide administrative and logistical support as needed.

Evaluation arrangements

- The Urban NAMAs Project Manager will provide necessary information for the evaluation, will lead the logistical support of the evaluation (support in arrangements of meetings, field visits), and will be the primary point of contact for the evaluation team.
- The Urban NAMAs Project staff located in Prizren will provide logistical support (support in arrangements of online meetings with beneficiaries).
- The UNDP Programme Team will perform quality assurance of the evaluation process and its outputs.
- The Project Board will be the recipient of the evaluation findings and provide any feedback, including through the debriefing workshop at the end of the field mission.

IX. Recruitment Qualifications

Education:

- Master's degree in environmental studies, environmental management, climate change, or other relevant fields.

Experience:

- Minimum 5 years of relevant experience in the area of the environment, climate change and development.
- Minimum five (5) years of experience in conducting evaluations.
- Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches.
- Excellent analytical and report writing skills in clear and fluent English.

Language requirements:

- Fluent in both oral and written English. Excellent analytical and report writing skills in clear and fluent English are required.

The Evaluator must not have been involved in the design, implementation, or monitoring of this project.

X. Evaluation Ethics

"This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The expert must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The expert must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data

gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.”

XI. Scope of price proposal and schedule of payments

Remuneration - Lump Sum Amount:

The Contract is based on lump-sum remuneration and shall be processed subject to deliverables as per the schedule listed below:

- Deliverable 1- Inception report: **20% of the total amount of the contract**
- Deliverable 2&3 – Field Visit and Debriefing workshop: **50% of the total amount of the contract**
- Deliverable 4 –Final Evaluation Report: **30% of the total amount of the contract**

XII. Recommended Presentation of Offer

The following three documents must be submitted to be evaluated and considered for the assignment:

Presentation of Offer

- Duly accomplished Letter of Confirmation of Interest and Availability
- P11 (signed), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references (P11 can be downloaded at UNDP web site:
<http://www.ks.undp.org/content/kosovo/en/home/operations/jobs/>)
- Technical proposal, a max. The 2-page document briefly outlining the methodology envisaged for the assignment for delivering the expected results within the indicated timeframe (an interview will be conducted for the shortlisted candidates);
- Financial proposal, the expert is expected to provide an all-inclusive lump-sum amount/financial proposal. The Offeror must indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

XIII. Criteria for selection of the Best Offer

Criteria for Selection of the Best Offer

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70% and combined with the price offer which will be weighted a max of 30%.

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual Evaluator whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and*
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

** Technical Criteria weight; [70%]*

** Financial Criteria weight; [30%]*

Criteria	Weight	Max. Point	
<u>Technical</u>	70%	70	
• Education		10	
Relevant Experience in the evaluation processes associated with climate change.		20	
• Familiarity with the Kosovo legislation framework on climate change		5	
• Language knowledge		5	
• Technical proposal of work		30	
<u>Financial</u>	30%	30	

Only candidates obtaining a minimum of 70% point would be considered for the Financial Evaluation.

XIV. Competencies

Corporate Competencies :

- Committed to the highest regards of professionalism, impartiality, accountability, transparency, ethics, and integrity.
- Displays cultural, gender, religion, race, nationality, ethnicity, and age sensitivity and adaptability.
- Demonstrates substantial experience in gender equality and social inclusion.
- Treats all people fairly without favouritism.

Functional Competencies:

- Ability to work effectively within a team and develop good relationships with counterparts and stakeholders.
- Ability to synthesize research and conclude the related subjects.
- Ability to pay attention to details.
- Demonstrates transparency and provides feedback to all those who will contribute to the evaluation.
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing.
- Ability to establish effective working relations in a multicultural team environment.
- Commitment to accomplish work.
- Responds positively to critical feedback.
- Results and task-oriented.

This TOR is approved by:

Signature: _____

Name and Designation: _____

Date of Signing: _____

Acceptance by the IC holder: _____

ANNEX B: CODE OF CONDUCT

Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Ornela Shoshi

Name of Consultancy Organisation (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date)

Signature: _____

Ornela Shoshi, Tirane, 16.06.2021



Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Maliq Pireci

Name of Consultancy Organisation (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date): Kosovo, 28.05.2021

Signature:  _____

ANNEX C: LIST OF PERSONS INTERVIEWED

#	Full name	Position	Organization
1.	Mytaher Haskuka	Mayor of Municipality of Prizren and Chairman of the Administrative Board	Municipality of Prizren
2.	Arsim Aziri	Economic Development Programme Manager and Deputy Haed of the Austrian Development Agency (ADA)	Austrian Development Agency
3.	Xheva Berisha Rexhepi	UNDP Menaxhere e Projektit VDKZ-të Urbane në UNDP	United Nations Development Programme - UNDP
4.	Merita Koqi	Coordinator of the Prizren Green Growth Centre	United Nations Development Programme - UNDP
5.	Osman Krasniqi	Director of Directorate for Public Services and Chief Executive Officer of the PGGC and Representative of Administrative Board	Municipality of Prizren
6.	Beni Kizolli	Director of Urbanism Directorate and Representative of Administrative Board	Municipality of Prizren
7.	Dr. Isuf Lushi	Dean of the Life Sciences and Environment, Representative of Administrative Board	University "Ukshin Hoti" in Prizren
8.	Sami Dida	Representative of Admin Board	Association of Craftsmen and Businesses of Prizren
9.	Laura Suka	Representative of Working Group	Sector for Waste Management, Municipality of Prizren
10.	Afrim Berisha	Head of the Directorate for Environmental Assessment	Kosovo Environmental Protection Agency - KEPA
11.	Arsim Kuliqi	CEO of Kosovo Energy Efficiency Agency	Kosovo Energy Efficiency Agency - KEEA
12.	Valon Xhabali	Representative of Admin Board	NGO „Ec ma ndryshe“, Prizren
13.	Arianit Blakaj	Principal Banker – Public Infrastructure Sector	European Bank for Reconstruction and Development - EBRD
14.	Kushtrim Kabashi	CEO, NT Kabashi 2 Shpk	NT Kabashi 2 Shpk, Prizren
15.	Nehat Bojaxhiu	Representative of Working Group	NGO Environment & Community Development "ECD", Prizren
16.	Rizan Ponik	Head of Division of Waste Collection	KRM Ekoregjioni, Prizren
17.	Albert Salltakaj	Engineer in Water Supply Grid Management Unit	KRU Hidroregjioni Jugor, Prizren
18.	Edin Demiri	Electric Grid Engineer at KEDS	Kosovo Electric Distribution Company - KEDS
19.	Zana Belloda	Sector of Urbanism	Municipality of Prizren
20.	Zeke Tejeci	Traffic Inspector, - Representative of Working Group	Public Transportation Sector, Municipality of Prizren
21.	Mybexhele Zhuri	Head of Office for Gender Equality and Human Rights	Municipality of Prizren
22.	Dr.Mentor Alishani	Business Sector	NPT. Fevzi, Prizren
23.	Korab Shehu	Traffic Engineer	NGO – Institute for Security Research in Traffic and Transportation, Prizren
24.	Dr.Faruk Bojaxhi	Representative of Working Group	Faculty of Life Sciences and Environment , University "Ukshin Hoti" in Prizren

25.	Galip Belallari	Representative of Working Group	Sector for Environment Protection, Municipality of Prizren
26.	Muhamet Bajrami	Representative of Working Group	Sector for Waste Management, Municipality of Prizren
27.	Sadik Tahiri	Representative of Working Group	Public Services Directorate, Municipality of Prizren
28.	Gëzim Gërgi	Representative of Working Group	Public Services Directorate, Municipality of Prizren
29.	Igballka Rama	Head of the Office of Communities in the Municipality of Prizren and responsible for protection of community rights.	Municipality of Prizren
30.	Resmije Rrahmani	Member of the Humanitarian Organization for Muscular Dystrophy and a prominent disability rights activist	Humanitarian Organization for Muscular Dystrophy and a prominent disability rights activist

ANNEX D: LIST OF SUPPORTING DOCUMENTS REVIEWED

1. Project Document of the Urban NAMA Project
2. Log Frame Matrix of the Urban NAMA Project
3. Detailed project budget of the Urban NAMA Project
4. Risk Log of the Urban NAMA Project
5. Theory of Change of the Urban NAMA Project
6. Project Quality Assurance - Design and Appraisal of the Urban NAMA Project
7. Memorandum of Understanding (MoU) between UNDP and Prizren Municipality
8. Co-financing Agreements
9. Project Annual work plans
10. Project Progress Reports
11. Administrative Board meetings minutes
12. Decision of Mayor for establishing the PGGC
13. List of the Board members of PGGC
14. List of the Working Group Member of PGGC
15. Document with description the duties of the PGGC (roles and responsibilities)
16. GHG emission inventory report for Prizren for 2014 (the Prizren Urban Baseline GHG Inventory report)
17. The cross-sector intervention plan (CSIP) for Prizren
18. The intervention sheets for the urban NAMAs in Prizren Municipality with specifics of the actions and the benefits of the proposed interventions
19. The feasibility study for the installation of PV system in three potential public buildings in Prizren
20. Green Prizren Site Analysis and the Master Plans for Segments 01, 02 and 03

21. Information's/Reports about the implemented NAMAs (for the construction related projects, the site visit is needed as well)
22. Financial expenditure reports for 2018, 2019, 2020 and 2021
23. Designing MRV for relevant projects in different sectors – PPP
24. Introduction to Measurement, Reporting & Verification (MRV) – PPP
25. Identifying and evaluating relevant projects using criteria and methodology – PPP
26. Monitoring, Reporting & Verification Protocol - Solar PV – municipal building
27. Monitoring, Reporting & Verification Protocol - Solar PV – Charging stations for electric vehicles
28. Data Measurement and Reporting – Training Material
29. UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, June 2021
30. Guidelines for Programme and Project Evaluations, ADA, 2020
31. Kosovo Country Strategy 2013–2020,*extended until the end of 2021, ADA
32. Kosovo National Development Strategy 2016 – 2021 (NDS), 2016
33. UNDP Strategic Plan, 2018-2021
34. SDGs
35. Media coverage files for the urban NAMA Project

ANNEX E: Description of the intervention

Rationale

Kosovo signed the Stabilisation and Association Agreement (SAA) with EU in October 2015 that entered into force in April 2016. The EU integration process has also enabled Kosovo to harmonize its legislations according to EU standards and to transpose the EU legislations on environment and climate change sectors. The European Commission Progress Report (2020), for Kosovo highlights:

1. Although Kosovo is not a signatory to the UN Framework Convention on Climate Change and therefore does not have a determined contribution under the 2015 Paris Agreement, full implementation of its climate change strategy should serve as a guide to achieving the objectives of the Agreement.
2. Administrative capacity and awareness-raising need to be strengthened considerably at all levels.
3. The 2019-2028 climate change strategy and action plan are not properly implemented.

As Kosovo is not signatory to international environmental conventions, including the United Nations Framework Climate Change Convention and Paris Agreement, puts Kosovo in a disadvantaged position compared to its neighbours who are funded by vertical global funds on regular bases for environment protection, monitoring and reporting. The Conference of Parties (COP21) under the United Nations Framework Convention on Climate Change (UNFCCC), resulted in the Paris Agreement, which made each country prepare the intended Kosovo determined contributions (INDCs) and report regularly regarding reduction of greenhouse gas (GHG) emissions, mitigation, adaptation, and financial mechanisms.

Kosovo has higher GHGs emissions per unit, while it has relatively low emissions per capita compared to other countries in Europe. Although Kosovo is not yet a party to United Nations Framework Convention on Climate Change (UNFCCC), to diminish the growing effects of climate change, Kosovo government has considered climate change as a priority, to fulfil its future obligations under the UNFCCC and as a member of EU, which also is shown in several Kosovo strategies. The Kosovo Strategy and Action Plan for Climate Change (2017 – 2026), aims “to reduce the risk and damage from current and future impacts of climate change in a cost-effective manner and to exploit potential benefits stemming from climate change.” In this context, the Nationally Appropriate Mitigation Actions (NAMAs) are critical vehicles to implement climate change mitigation actions and are in line with the Kosovo Strategy for Climate Change.

Through the “Support for Sustainable Prizren - Initiating Urban NAMAs” project, a number of nationally appropriate mitigation actions (NAMAs) and adaptation actions were identified and prioritized. Amongst those are measures such as promotion of energy efficiency and renewable energy sources, measures reducing GHG emissions in buildings, transport and waste management. The project also contributed to promotion of sustainable energy policies and programs and enhanced public awareness concerning energy efficiency.

The risks of climate change can have much greater impact due to its high degree of socio-economic vulnerability in Kosovo. While climate change impacts Kosovo as a whole, it is also proven to disproportionately disadvantage the poor due to their decreased capacity to alter habits or flee unsafe or unhealthy areas. Consequently, the risks of climate change may have a greater impact on Kosovo’s marginalized ethnic communities and women in particular who have no financial support of family or a spouse, such as single mothers.

Up to 40% of the urban population will be affected positively by the project. Equal inclusion of man, women and marginalised groups will be ensured through consultation in the focus groups to determine the exact type and the location of the interventions. Municipal office for human rights and gender equality and CSOs will also be engaged in the process.

This project was built upon the past achievements under UNDP interventions in area of climate change, and through previous project financed by the Austrian Development Cooperation, “Support for Low Emission Development in South East Europe (I&II) (2013 – 2016)”, aimed to achieve long-term, measurable reductions in greenhouse gas emissions, while ensuring sustainable development in a gender-sensitive manner in Kosovo.

Lastly, in consideration that the project had limited resources and time, Prizren was considered as a good example where the project could manifest successful stories, and for future replications to other parts of Kosovo given that it is a pilot project.

Logical results framework

UNDP Kosovo in cooperation with the Prizren Municipality and other stakeholders in central and local level has implemented the project “Support for Sustainable Prizren - Initiating Urban NAMAs” (2018 – 2021). The total project budget is Euro 333,000 financed 90% by Austrian Development Cooperation and 10% by third parties. The project with a project duration from December 2018 to June 2021, was executed directly by UNDP applying UNDP’s rules and procedures for project management and a results-based management approach. The day-to-day management was responsibility of the Project Team, supported by the UNDP Environment, Climate and Disaster Resilience Programme staff. The project team was composed of a Project Manager, and Administration and Finance Assistant.

The overarching project objective (the impact) of the project was to contribute to reducing climate-change related vulnerability in Kosovo. The overall objective of the proposed project was to prepare the municipality of Prizren for reducing the overall GHG emissions through cross-sectoral interventions at the municipal level, such as collaboration between industry, government, private sector, and academia that account for different experiences based on gender.

The project was expected to achieve the following outputs or expected results (outcome):

Outcome: The municipality of Prizren is prepared for reducing the overall GHG emissions through cross-sectoral interventions at the municipal level, thereby contributing to creating healthy urban living conditions and achieving sustainable growth, while setting an example as a municipality-wide intervention for Kosovo.

Output 1: The municipality of Prizren enhances its technical capacities in terms of reporting, measuring and verifying GHGs emission.

Output 2: The municipality of Prizren is able to articulate their climate-related priorities, and to identify and implement mitigation actions as urban NAMAs across sectors.

The performance indicators were developed for the outcome and for each of the outputs.

The design of project provides all the necessary elements to evaluate the achievements. It includes the gender responsive approach through the participation in the development of the Cross-Sectoral Intervention Plan (CSIP), while the mainstreaming of the human rights is designed in the way to be a result of the implemented activities and the impact of the project contributes to the climate-change related vulnerability in Kosovo. A baseline study for equal inclusion of men, woman and marginalised groups was conducted by project in close cooperation with municipality of Prizren. The baseline takes in consideration focus groups with equal gender representation and qualitative research that includes input from all populations.

Also, it was a good choice of the UNDP and ADA to select the Prizren Municipality for the main institutional beneficiary when considering its size, its diversified population and cultural context and also the municipal plans and strategies that were developed in the past by the municipality. The project implemented in Prizren was a very representative example for possible replication of the project to other municipalities.

During COVID-19 pandemic, the project staff (Project Manager and Project Associate) have been working remotely according to UNDP instructions and regulations. The work of the staff has been in line with the planned activities, but due to restrictive measures set by authorities, the construction work has been delayed. Due to the delayed activities, the project has requested a non-cost extension which was approved with a new end date of 30 June of 2021. The approved non-cost extension enables the completion of work successfully, assuming no severe COVID-related restrictions will be introduced. Considering the additional funds secured from Prizren Municipality, private sector and UNDP's regional resources, the project achieved greater results than initially planned. The pandemic have affected also the beneficiary partner institution (Municipality of Prizren), the partners and the private sector.

Key stakeholders and their roles

The project has supported municipality to establish the "Prizren Green Growth Center" (PGGC), The PGGC has served as NAMA planning and oversight office. This enabled the municipality of Prizren to articulate their climate-related priorities and identified and prioritized urban mitigation actions as urban NAMAs. The PGGC enabled better coordination, participatory approach with beneficiaries,

worked closely with project and relevant departments and institutions, and supported the implementation of activities. The PGGC was coordinated with Kosovo Environmental Protection Agency, Kosovo Agency of Statistics, Kosovo Energy Efficiency Agency and other relevant institutions, CSOs, Academia and donors.

At PGGC, an operation management unit was created and headed by the Chief Executive Officer, the position that was held by the Director of the Directorate for Public Services in the municipality of Prizren. The other members of the PGGC were appointed by Prizren Mayor from relevant sectors for GHG data collection and reporting were endorsed by Municipal Assembly.

The PGGC has the organizational structure composed by:

- **Administrative Board (AB)**, appointed by the Mayor, which in the same time was the **Project Board**. The role of the Administrative Board was to steer the project implementation and take decision for the urban NAMAs based on the proposals from the Project team and the PGGC Working Group.
- **The Chair Executive Officer of the PGGC**, as per decision of the Mayor, the Chair of the PGGC was the Director of Public Services Directorate of Prizren Municipality.
- **Municipal Working Group for the NAMAs** for the urban level, composed by 9 technical professional staff of different sectors from municipal executive and the Director of Municipal Public Services Directorate.
- **Coordinator of PGGC** was from the UNDP Project.

The Roles and Responsibilities of the PGGC were endorsed by Municipal Authorities and includes:

- Role and responsibility of the Board Chair
- Nominations of the Administrative Boards Members
- Number of the Administrative Boards Members and their representation;
- Role and responsibility of the PGGC Secretary
- Procedures for adoption of the PGGC Decisions
- Meetings frequency
- Participation in the meetings
- Notifications of meetings
- Minutes of meetings
- Roles and responsibilities of the Administrative Board
- Procedures of reporting from the Administrative Board

The Administrative Board will have all the powers delegated by the Chairman to make decisions from now on, including (but not limited to) the following matters:

- Serve as a coordination mechanism between different sectors.
- Review and approval of the criteria for the selection of pilot NAMAs, submitted by the Center with the support of the project.
- Submission of criteria for approval to the Municipal Assembly.
- Ensure that baseline study recommendations for equal inclusion of men, women and marginalized groups are considered for urban NAMA-s pilots.
- Validates the progress of monitoring and evaluation of pilot activities of NAMA-s submitted by the Center.

- Review of GHG emission reduction results at the municipal level and for central level emissions reporting.

An Administrative Board chaired by municipality Mayor was established and its main objective is to steer the municipality towards a sustainable future by adopting ethical and legal governance and financial management policies. The members of the Board are representatives of public and private sectors, including business, University of Prizren, CSOs, and municipal office for human right and gender equality to ensure equal input from both men and women from all sectors, as well as including marginalized populations.

Some of the members of the Board were: Director of Directorate for Public Services, Director of Directorate of Inspectorate, Director of Directorate of Urbanism and Spatial Planning, Director of Directorate for Tourism and Economic Development, representative of the NGO “Ec ma ndryshe” from Prizren, representative of businesses, Dean of the Agriculture Faculty of University “Ukshin Hoti” in Prizren, and the Chief of Cabinet of Mayor who in the same time is the Secretary of the Administrative Board.

The Administrative Board has met two times per year. The meetings of Administrative Board have participated also: the Resident Representative of UNDP, the representative of ADA in Kosovo, the Prizren Urban NAMA Project Manager, the coordinator of the PGGC, and the representatives from the Kosovo Energy Efficiency Agency (KEEA). The Administrative Board in the same time had the role and competences of the Project Board. The Administrative Board or Project Board has met 2 times per year, every 6 months. In total there were held 4 meetings of the Administrative Board, even though during the COVID-19 pandemic time the meeting were not held precisely in 6 months.

The **Municipal Working Group (MWG) of the PGGC for the NAMAs** was composed by 9 members from the technical professional staff from different sectors of Municipality such as: waste management, energy, environment, transport, and urbanism. In addition, one member was a Professor from the Prizren University and one member from the civil society working on environment and community. The MWG have worked on creation the GHG inventory; development of the Cross-Sector Intervention plan (SCIP); implementation of the pilot urban NAMA project in Prizren; Measuring, Reporting and Verification (MRV).

In the institutional context, during the project implementation a participative planning process was conducted which ensured that all stakeholders were consulted both at central and local level. In the meeting of the Administrative Board held on 26 August 2020, the Director of Public Services has reported that the Municipality have organized the public debates for discussion the proposed pilot urban NAMAs.

However, there is lack of local expertise, which has been overcome by conducting meetings with local stakeholders, PGGC, cross-sectorial working groups and beneficiaries, on explaining climate change matter and its correlation to various sectors, gender impact and the importance of undertaking the NAMAs. Also several workshops were held in preparation the pilot urban NAMA with the participatory inclusion of the Office for Communities in Prizren Municipality; Office for Human Rights Gender equality and anti-discrimination of Prizren Municipality; civil society, business associations, academia, students and interested groups.

There are no changes from the original proposal regarding the target group, beneficiaries, and partners. Changes within the administration and management of Prizren Municipality, on June 2020, lead Mr. Levent Kasemi, the Director of Public Services and the Head of PGGC, to resign from his

position. The Mayor appointed Mr. Osman Krasniqi as the new Director who also serves as the Head of PGGC.

UNDP Kosovo has established another stream of support and partnership for the municipality under UNDP's Climate Promise initiative. This partnership will continue to support Kosovo institutions and the Kosovo Climate Change Committee to accelerate nature and climate actions to reduce the GHG reduction, prioritize green investments to reduce the risks presented by climate change, and to assess private sector contributions to build back better by investing in systemic changes needed to accelerate SDG progress.

UNDP and the Green Growth Center played an active role in reaching out to and involving other important partners in the climate change agenda. UNDP's convening role in close collaboration with ADA ensured that EBRD's initial interest resulted in the signed Agreement with the municipality of Prizren for the Feasibility Study to implement the energy efficiency measures in public buildings. Furthermore, the Kosovo Energy Efficiency Fund approved to fund for 5 project proposals for improving energy efficiencies in public buildings in Prizren.

Triggered by the CSIP, with support of the project and PGGC the EBRD completed in January 2021 Feasibility Study the Energy Efficiency Refurbishment of 100 Public Building in Prizren, Environmental and Social Assessment for EBRD Prizren Public Buildings. The loan agreement has passed in the Prizren Municipal Assembly on 18th of March, 2021. The total estimated project cost is approximately EUR 7.5 million including Technical Assistance. Currently the approval process is with Ministry of Finance.

In its role as a convener and facilitator UNDP ensured the participation of the private sector namely "N.T "Kabashi 2" Sh.P.K", While the financial contribution may be seen as modest (5,000 EUR) it send a positive message on the commitment of and highlights the importance of engaging the private sector in reduction of the GHG emissions. Equally important is the partnership with UNDP's regional programme funds that allowed for an increase of number of smart urban solutions modules to be implemented to demonstrate the effectiveness of such solutions in promoting resilient urban development as a model in the region. The "Municipality Experiment Fund" aims to support the Municipality of Prizren to respond more effectively to the pandemic and build back better from the economic downturn in innovative, transformative and inclusive ways, involving diverse stakeholders of private sector, academia, women's organizations, and CSOs and addressing across various sectors including citizen engagement, social inclusion, gender equality, partnership and outreach.

The partnership and commitment of the Prizren municipality was demonstrated through additional funds to complete the installing of smart Photovoltaic (PV) power plant.

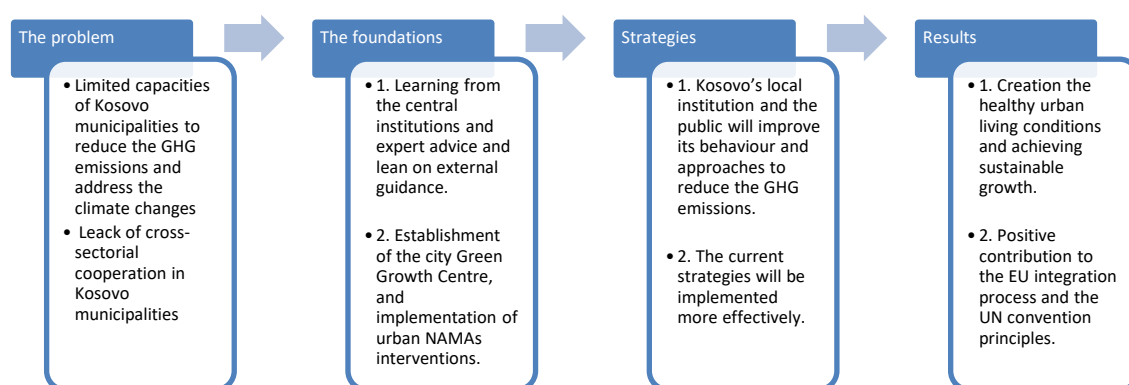
Theory of change

The Theory of Change (ToC) provides a mapping of and connects the necessary elements to achieve the goal and identifies basic assumptions about the context of the planned interventions. As such, the ToC provides information on the reasoning for the development of the outputs and accompanying interventions/activities.

The Theory of Change for the project intervention described in the figure below, was developed based on analysis of the project logical framework and expected results, outputs and outcomes as well as the interviews and discussions conducted during the evaluation. The overall theory of change of the project is that if institutions especially local institutions can learn from central institutions and expert advice and lean on external guidance, then Kosovo's local institution and the public will improve its behaviour and approaches to reduce the GHG emissions and as result creating healthy urban living

conditions and achieving sustainable growth. As a result of establishment of the municipality Green Growth Centre, and implementation of urban NAMAs interventions, the current strategies will be implemented more effectively and as results there will be a positive contribution to the EU integration process and the UN convention principles.

On a closer analysis the intervention logic and theory of change is focusing on rather vaguely formulated capacity development improvements at impact level and is leaning on the activity and output targets, as indicators at results level. The linkages between these are not totally clear and monitored through indicators. The Theory of Change of the “Support for Sustainable Prizren - Initiating Urban NAMAs” project is visualized below:



Pathway of change

In the project Logical Framework, the outcome is defined based on outputs and activities. In the ToC the, objectives & outcomes are separate from outputs, and activities.

Assumption

1. Political support and commitment of Institutions of Kosovo/Municipality of Prizren to address environment and climate change.
2. Kosovo ownership of the process is embedded through the following principles:
 - consultation with stakeholders on the needs;
 - alignment with Kosovo climate change related strategies
 - Kosovo stakeholders are not only beneficiaries but also play an important role in the sector reform and mutual accountability as a foundation for engagement, coordination, and achievement of results.
3. The municipality Green Growth Centre has served to improve the coordination of intersectoral departments, improve the communication with CSOs, inclusion of man and women and marginalized groups and by piloting urban mitigation action has demonstrated the feasibility of urban emission reduction for future replications.
4. Strengthened partnership and collaboration amongst institutions has been achieved
5. The efforts have brought closer central and local institutions, including the CSOs and the communities.

Possible obstacles and concerns:

1. The Covid-19 epidemic has inhibited the effective implementation of planned activities in 2020.

Availability and access to relevant information

The availability of information was excellent. All project documents relevant for the evaluation, were provided in time and correctly, upon request of the evaluation team. The project has an effective monitoring and evaluation system to provide data on all outputs and the outcomes.

Cross-Cutting Issues

The Human Rights Based Approach (HBRA) and mainstreaming gender approach were treated as crosscutting issues in this evaluation. As per the findings the Project has addressed the cross-cutting issues regarding the Gender Equality and the Human Rights Based Approach (HBRA).

For the purpose of creation the Cross-Sector Intervention Plan (CSIP), the Project partnered with the NGO “Ec ma ndryshe” from Prizren developed the Baseline Study to identify the potential of gender-related climate change risks and priority needs to mainstream gender into the urban Cross Sectoral Intervention Plan for urban NAMA. Furthermore, on 05 August 2019 the project has conducted a workshop the consultation with Women NGOs, Association for Disability People, municipal relevant officials to work on integrating the climate gender issues and needs of marginalised groups in CSIP. During the workshop most focus groups agreed unanimously that women are very underrepresented in all the identified sectors that we have been focused in this study. This was discussed due to very unpleasant results from the surveys, where women are not involved in decision making in various sectors. Ideas to empower women were discussed and from the focus groups, improving mobility was one of the concept which could affect the women empowerment and was part of the surveys as well. One of the biggest concern was work-life balance where women have to take care of children and therefore do not have the proper representation due to limited time.

Generally, the focus groups agreed that traditions and socio-cultural norms discourage women from involvement in the specific professions as in the fields of energy, construction, management of solid waste, and public infrastructure.

The findings from the Baseline Study and from the workshop were included in the Cross-sector Intervention Plan (CSIP) by mainstreaming the gender issues in the proposed projects which are part of the CSIP Action Plan. The Project during the planning of urban NAMA and in other project activities has worked closely with the Municipal Office for Gender Equality and Human Rights, Municipal Office for Communities, as well as the NGOs active in Prizren.

The project has also directly addressed the socially vulnerable people in one of the pilot urban NAMAs on, Smart Green retrofitting of streets, alleys and parking lots in Prizren by targeting the visually impaired persons. In one of the most municipality's frequented streets, the project has constructed the green pedestrian road with the orientation path composed by tactile paving texture to indicate the change between areas designated for pedestrians and other users. Prior to construction, the consultations with the interest were held in workshop on 05 August 2019. This example promotes the non-discrimination and the equal rights for full and effective participation and inclusion in society for peoples with disabilities. Furthermore, the Smart Green retrofitting pilot project includes 6 types of measures, so called modules that provide innovative technology solution for reduction of the GHG emission. The modules also enable better public services for residents, such as smart public transport, greening of the municipality, creating the walking path for pedestrians who are visually impaired, creating the public energy charging station not just for electrical cars but also for charging wheelchairs for people with disabilities

According to the representatives of the CSOs, the Municipal Office for Gender and Human Rights, the Municipal Office for Communities interviewed, the project had the participatory approach by inclusion of the gender equality issues and the human rights since the beginning of the project and were part of activities during the project lifetime.



Consultation Workshop, integration of gender needs and priorities in CSIP, 15 August 2019, Prizren

Implementation Status of the Project

Financing the project

Total project:	333,000.00 EUR
Municipality has committed to support the project with:	33,000.00 EUR.
ADA contribution:	300,000.00 EUR

During the first year (1st December 2018-November 2019), the project “Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions)” implemented various activities which were directly related to finalization of a successful implementation of this project. The progress built is shown through interventions which are listed and explained as following:

Prizren was the first municipality in Kosovo that has established the Green Growth Center (PGGC) as a mechanism to coordinate and support green development of the municipality. The Roles and Responsibilities of the PGGC are endorsed by Municipal Authorities. At PGGC, an operation management was created, headed by the Chief Executive Officer and supported by PGGC Coordinator. The other 10 members of the PGGC are appointed by Prizren Mayor from relevant sectors for GHG data collection and reporting, and from Gender equality office. The PGGC serves as NAMA planning and oversight office.

The Municipality of Prizren’s base year Inventory for Greenhouse Gases (GHGs) emissions has been calculated for the base year 2014. The GHG emissions from the energy, agriculture and waste management sectors were assessed, while the sectors for transport, land use, land use change and forestry, industrial processes and product use were not estimated (due to lack of complete data and specific information). GHG emissions in Prizren, according to exacting data, in 2014 were 1,370,821 tCO₂eq / year. From the data collected the Energy sector emitted 26.50 %, Agriculture 70.17% and Waste 3.37%. The process of the GHG Inventory enabled the Working Group officials to gain basic knowledge on GHG emissions accounting and preparation of the GHG inventory. This was initial step to enable the Prizren to map, track and monitor the GHG emissions within the identified boundary.

Furthermore, in close coordination with Working Group and PGGC the Cross-sectoral Intervention Plan was completed. The plan includes interventions from the sector of energy, transport, waste management and infrastructure services. The plan was drafted in accordance with relevant existing laws, strategies, plans, as well as with policy papers at central and local level. The importance of the

Plan was that includes in one document intervention which contribute to enable or reduction of GHG emissions for 4 sectors, interactions between sectors and relevant responsible authorities. It will be used as guiding document by the PGGC/ Prizren municipality to make decisions about climate change adaptation and mitigation.

In addition, the CSIP includes sectoral gender needs priorities based on the findings of the completed baseline study for Prizren municipality aiming to identify the potential gender-related climate change risks in sectors and to specify priority needs of men, woman and marginalized groups for inclusion into the Cross Sectoral Intervention Plan. It was worth to mention that in the sectors of energy, transport, waste management and public services, it turns out, that aware-ness on climate change and women's involvement in the sector was very low, either because of lack of education in the relevant field, lack of employment in the sector, or because of beliefs and social culture.

An Administrative Board chaired by municipality Mayor was established and steers the municipality towards a sustainable future by adopting ethical and legal governance and financial management policies. The members of the Board are representatives of public and private sectors, including business, University of Prizren, CSOs, and municipal office for human right and gen-der equality to ensure equal input from both men and women from all sectors, as well as including marginalized communities. The CSIP and Criteria for Selection of Urban NAMAs were endorsed by Administrative Board at the first meeting conducted on November 2019.

The PGGC identified the priority interventions. The following interventions are proposed: Solar panel solutions for public buildings; drafting a regulation on standards for new construction with EE measures, drafting a regulation on the purchase of equipment by public institutions based on EE criteria; reduce GHG emissions in areas with high emissions by greening; increase the awareness on climate change, gender equality, women's empowerment.

The project-initiated preparation of the Intervention sheets for the Urban NAMAs in Prizren Municipality. The Interventions Sheets include specifics of the actions and benefits of the proposed interventions.

Implementation of the project “Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions)” during the second year 01 June 2020 – 30 November 2020 continued to successfully implement the planned activities which are directly related to the achievement of planned results and objective. The positive impact of the project was demonstrated through interventions as explained:

The PGGC enables better coordination, participatory approach with beneficiaries, works closely with project and relevant departments and institutions, and supports the implementation of activities. The PGGC was appointed by the Mayor of Prizren as focal point for the feasibility study for energy efficiency measures in education and health sector buildings, to be undertaken by the European Bank for Reconstruction and Development (EBRD). UNDP and the Green Growth Center played an active role in reaching out to and involving other important partners in the climate change agenda.

UNDP's convening role in close collaboration with ADA ensured that EBRD's initial interest resulted in the signed Agreement with the municipality of Prizren for the Feasibility Study to implement the energy efficiency measures in public buildings. Furthermore, the Kosovo Energy Efficiency Fund approved to fund for 5 project proposals for improving energy efficiencies in public buildings in Prizren. The projects on EE of the 4 public buildings and one project on street public lighting are ongoing. According to the energy official of the municipality, the projects have been designed

regarding the public buildings (3 schools and 1 health center), and the energy audit has been conducted. It is expected for the “public engagement” phase of the project to be realized, which includes meetings with stakeholders of the public buildings and the beneficiaries, so to be presented the energy audit and the efficiency measures which will be implemented.

While the implementation of recommended energy efficiency measures as per feasibility study will take place in 2021. At the end of 2020, with PGGC support, the Prizren municipality submitted another 5 energy efficiency public lighting proposals to Kosovo Energy Efficiency Fund, while the feasibility studies of these projects are being conducted and the study reports and execution plans will be submitted to the beneficiaries whenever finished. The innovative de-sign of the smart urban solutions that were developed for Prizren by the Climate Change CSIP triggered interest from UNDP’s regional programme for pilot projects. UNDP’s regional programme invested additional UNDP’s with the aim to explore synergies between Prizren NAMAs and other smart municipality solutions in the region and to extract lessons learnt and disseminate best urban resilience practices across the region.

The Assessments with technical designs for Urban NAMAs pilot project the “Smart Green retrofitting in Prizren Municipality”, and the Feasibility Study for Solar Solution for 3 Public Building, with technical design for the Municipal Administration Building in Prizren” were completed on August 2020 and endorsed by the Board in the same month. The Smart Green retrofitting pilot project includes 6 types of measures, so called modules that provide innovative technology solution for reduction of the GHG emission. The modules also enable better public services for residents, such as smart public transport, greening of the municipality, creating the walking path for pedestrians who are visually impaired, creating the public energy charging station not just for electrical cars but also for charging wheel-chairs for people with disabilities. The public presentation and discussions on proposed “Smart Green Retrofitting” with residents of Prizren for Smart Green was organized in September 2020.

The Assessment and Feasibility Studies for the Solar Panel Solution was conducted for three public buildings taking in consideration the existing legal framework for solar PV projects for self-consumption, full year load profile and available rooftop space. The most suitable building for Solar Panel Solution was the Municipal Administrative Building. To increase the energy saving in the Administrative Building of Prizren Municipality by firstly insulating the roof and afterward installing the smart Photovoltaic (PV) power plant, additional funds were mobilized by Prizren Municipality. The implementation of the pilot initiatives – smart urban solutions and energy efficiency measures - begun at the end of 2020 and they are completed.

To promote the work and results of the project and inform residents a project presentation with videos, stories, produced documentation and quotes from stakeholders was drafted in the sway platform which can be found in the following link:

<https://sway.office.com/Kr5Rfx50dtLSISD5?ref=Link>

UNDP Kosovo mobilized additional funding of 80,000 USD through UNDP’s regional "Municipality Experiment Fund". Complementing existing work, this intervention aims to establish Prizren Digital Municipality Network in responding more effectively to the pandemic and build back better from the economic downturn.

During COVID-19 pandemic, the project staff (Project Manager and Project Associate) have been working remotely according to UNDP instructions and regulations. The work of the staff has been in line with the planned activities, but due to restrictive measures set by authorities, the construction

work has been delayed. Due to the delayed activities, the project has requested a non-cost extension which was approved with a new end date of 30 June of 2021. The project has requested a non-cost extension which was approved until 30 June of 2021. Additional funds mobilized for the project are 30KEuro from Prizren Municipality, EUR 5,000 private sector and USD 100,000 from UNDP's regional resources. Considering the additional funds secured from Prizren Municipality, private sector and UNDP's regional resources, the project achieved greater results than initially planned.

During the 6 months extension period the following activities were implemented:

Activity 1.2. Create a baseline inventory and the framework for measuring, reporting and verifying GHGs emissions.

- Designing a Monitoring, Reporting and Verification system for Prizren Municipality;

Activity 2.2. Implementation of pilot urban NAMAs.

- Smart Green retrofitting of streets, alleys and parking lots in Prizren Municipality;
- Photovoltaic (PV) Solar Panel Solution for Public Buildings in Prizren;
- Increase awareness on climate change for women, encourage participation of women in the development of the climate policies, and increase awareness on young students has impacted completion as per schedule of

Because of the pandemic situation, the international and local travelling expenses have been reduced while the human expenses for the project extension have increased. The project has requested the reallocation budget:

- 5,918 Euro, from Budget item 1.3 Travel costs, to be used reallocated to item 1.1 Human resources.
- 5,270 Euro, from item 3. Logistics and operational costs to item 1. Human resources (a.).

In total reallocation was requested for 11,188 Euro.

Impact of COVID-19 during the project implementation

1. During COVID-19 pandemic, the project staff (Project Manager and Project Associate) have been working remotely according to UNDP instructions and regulations. The work of the staff has been in line with the planned activities, but due to restrictive measures set by authorities, the construction work in the has been delayed.
2. Due to the delayed activities, the project has requested a non-cost extension which was approved until 30 June of 2021. The approved non-cost extension enables the completion of work successfully, assuming no severe restrictions will be introduced. Considering the additional funds secured from Prizren Municipality, private sector and UNDP's regional resources, the project will achieve greater results than initially planned.

ANNEX F: Interviews questions and field visit report

1. List of sub-questions used for the semi-structured interviews

a. PGGC

- How was the process for establishing the PGGC?
- To whom the PGGC report within the Prizren Municipality?
- Is the PGGC the permanent unit (or Office) in Prizren Municipality?
- Is there any organigram connection with the Municipal Energy manager, appointed in 2017 by the Mayor and the PGGC?
- If not, was the Municipal Energy Manager involved in the implemented actions in Prizren during the implementation life-time of the project?
- How the long term sustainability for functioning of the PGGC is solved?

b. Cross-sector Intervention Plan (CSIP)

- Is the CSIP approved by the Municipal Assembly?
If not
- How is foreseen to be implemented?
- Has Municipality planned to implement (invest) in foreseen projects in the Cross-Sector Intervention Plan (CSIP) for the coming financial year?
- How has Municipality planned to monitor the implementation of the CSIP?
 - a. Energy savings
 - b. GHG emission reduction
 - c. And other benefits that comes from the CSIP
- How is the gender issue tackled in the project?
 - a. How was the involvement of the Municipal Gender office involved in drafting of the CSIP?
 - b. How was ensured the inclusion of the Human Rights and the rights of the peoples in need in the projects generated by the CSIP?

c. The GHG Inventory

- Is the Inventory done for all territory of Municipality or only for the Prizren Municipality urban area?
- What were the main challenges in creation of the GHG Inventory?
- What was the role of Municipality (Municipal Sectors) in Data Collection Process?
- Which sector was easy to collect the data?
 - a. Is there any reason for this?
 - b. Which sector was hard/impossible to collect data?
 - c. Which was the reason for collection the data, as per your understanding?
- Which databases exist in Municipality that is related to the GHG inventory?
- Which databases from the Central Institutions are used for the Inventory for Prizren?

- How would you improve / create the system for data Collection for GHG?

c. Implementation of the NAMAs

- Was there organised any public discussion before the NAMAs were implemented?
- How is secured the sustainability of the implemented NAMAs? Who is responsible for operation and maintenance?
- Is the Solar PV System in function? Does the municipality have the consent/permit from the Energy Regulatory Office to install the electric meter for connection the system into the public electricity grid?

2. The field visit report

There was a one day Field Visit to the implemented Urban NAMAS construction project in municipality of Prizren conducted by the Local Evaluation Consultant as part of the evaluation team.

Area Visited: Prizren municipality

Date: 04 June 2021

Evaluation Team: Maliq Pireci, Local Evaluation Consultant

Objective of the Field Visit: to review the implemented Urban NAMAs construction projects and collects information from municipal authorities and beneficiaries.

The evaluation team visited all **implemented Urban NAMAs construction projects:**

- The Photovoltaic (PV) power System for Municipal Administrative Building
- The Energy Efficiency Roof Insulation of Municipal Administrative Building
- Green pedestrian roads and gender inclusive intervention.
- 3 Greenery Paths
- Smart Green Adaptive Social Space - Parking module adapted into usable green area
- 2 Electrical vehicles charging stations
- 4 Smart Bicycle charging station interventions.

Detailed Schedule of the Field Visit:

10:00 to 11:30:

- The Photovoltaic (PV) power System for Municipal Administrative Building
- The Energy Efficiency Roof Insulation of Municipal Administrative Building

11:30 to 15:00:

- Green pedestrian roads and gender inclusive intervention.
- 3 Greenery Paths
- Smart Green Adaptive Social Space - Parking module adapted into usable green area
- 2 Electrical vehicles charging stations
- 4 Smart Bicycle charging station interventions.

ANNEX G. Background information on evaluators

The evaluation team is composed by two consultants: Mrs. Ornela Shoshi-international consultant and Mr. Maliq Pireci-local consultants.

Ornela Shoshi is an Agro-Environmental Engineer, graduated in 2001 at the Agriculture University of Tirana. Her expertise on Environmental Management issues has developed hand-in-hand with her academic progress and up-to-date scientific knowledge gained mostly during my PhD studies on Water quality assessment in the Bay of Durrës: environmental pollution consequences from identified and diffuse sources.

From July 2007 Until November 2019 she worked at the Ministry of Environment of Albania as head of the Unit of Strategic Environmental Assessment (SEA), Environmental Impact Assessment (EIA), Industrial Pollution (IPPC) and Environmental Standards, where she was responsible for drafting policies in the field of SEA. EIA. IPPC and Environmental Standards (EMAS. EU-Ecolabel, etc., ISO Standards). She was also the person in charge to follow the obligations and relations between the Republic of Albania and several international conventions and protocols, as Espoo Convention, Land Based Sources Protocol (Barcelona Convention), etc. Furthermore, she was the person in charge from the ministry to report for the Albanian progress in the frame of accession of Republic of Albania in the EU for the chapter "Environment and Climate Change", according to the Stabilization and Association Agreement (SAA).

From December 2019 Ornela Shoshi is working as a freelancer, giving her expertise in different projects implemented in Albania and region in the field of Environmental Protection and Management, Impact assessment, Sustainable Development, Renewable Energy and Climate Change with Kosovo institutions, public sector and international organizations such as UNDP, UNECE, Swedish Embassy, GIZ etc. Moreover, since 2014 until now, she has been engaged as a part-time lecturer in several public and private universities giving courses related to environmental assessment and management or the effects of climate change.

Maliq Pireci: Graduated Mechanical Engineer in 2000 at University of Pristina and finished Master Studies in Energy Efficiency in Mechanical Engineering Faculty in 2019 at University of Montenegro in Podgorica. Has more than 10 years' experience and expertise of working in different projects implemented in Kosovo in the field of Sustainable Development, Energy Efficiency, Renewable Energy and Climate Change with international development organizations operating in Kosovo, such as UNDP and GIZ as well as the projects funded by the EU Commission. Also, was responsible for coordination of activities for the support in establishing the Municipal Energy Management System in 13 Kosovo municipalities from March 2017 to February 2021 as part of the GIZ Kosovo Energy Efficiency Project (GIZ KEEP).

The evaluation team is gender balanced.

ANNEX H. EVALUATION MATRIX AND DATA COLLECTION INSTRUMENTS.

Evaluation Matrix

Evaluation question	Indicators	Sources	Data collection methods
Evaluation criterion: Relevance			
How relevant was the choice of capacity building on climate change interventions for the stakeholders, in both aspects thematic and the approach?	Beneficiary, stakeholder perception on appropriateness and relevance of the project design. Evidence of beneficiary, stakeholder initiatives in planning and investing in climate change related interventions.	Programme and project documentation Policy documents Partner, beneficiary work plan and progress reports PGGC Board Other key partner (like NGOs)	Desk documents review Semi-structured interviews Focus Groups meetings Direct Observation
How does the project link and contribute to local and Kosovo development priorities, the country programme's outputs and outcomes, of ADA and the UNDP Strategic Plan and the SDGs?	Evidence of the project outputs and outcomes that contribute to implementation of the Kosovo strategic development priorities, ADAs and the UNDPs Strategic Plan and the SDGs	Project documentation Kosovo Policy documents; ADA and UNDP Strategic Plan; The SDGs Partner, beneficiary work plan and progress reports Other key partner (like NGOs)	Desk documents review Semi-structured interviews Focus Groups meetings Direct Observation

How can this project serve as an example model to be replicated in other municipalities or to have another phase of its continuation?	<p>Evidence of the project outputs that contribute to creation or implementation of relevant municipal development policies.</p> <p>Beneficiaries, stakeholder's perception on how the creation and implementation of the climate change policies and projects have contributed to the overall municipal sustainable development.</p>	<p>Project documentation</p> <p>Kosovo Policy documents ;</p> <p>ADA and UNDP Strategic Plan</p> <p>The SDGs</p> <p>Partner, beneficiary work plan and progress reports</p> <p>Other key partner (incl. EBRD, NGOs)</p>	<p>Desk documents review</p> <p>Semi-structured interviews</p> <p>Focus Groups meetings</p> <p>Direct Observation</p> <p>Field visit of the implemented projects</p>
Evaluation criterion: Coherence			
How well does the project fits with existing Kosovo priorities, plans and strategies and or policies at local level?	<p>Evidence of the project outputs and outcomes that contribute to implementation of the existing policies at municipal level</p> <p>Evidence of the plans or policies developed by the support of the project that develop further the existing policies or programmes at municipal level.</p>	<p>Project documentation</p> <p>Existing Municipal policy documents, programmes and sectorial plans</p> <p>MoM of the Administrative Board of PGGC Meetings</p> <p>Other key partner (like NGOs)</p>	<p>Desk documents review</p> <p>Semi-structured interviews</p> <p>Focus Groups meetings</p> <p>Direct Observation</p> <p>Field visit of the implemented projects</p>
How well is this coordinated with other similar initiatives, how is complementary ensured, how does this build on previous initiatives, or similar...?	<p>Evidence of the existed plans or policies developed by the municipality and the plans and policies developed by the contribution of the project.</p> <p>Beneficiaries, stakeholder's perception on the contribution of the project to increase the efforts on climate change at local level.</p>	<p>Project documentation</p> <p>Existing Municipal policy documents, programmes and sectorial plans</p> <p>MoM of the Administrative Board of PGGC Meetings</p> <p>Other key partner (like NGOs)</p>	<p>Desk documents review</p> <p>Semi-structured interviews</p> <p>Focus Groups meetings</p> <p>Direct Observation</p> <p>Field visit of the implemented projects</p>
Evaluation criterion: Effectiveness			
To what level has the project achieved the expected results as stated in the project document?	<p>Evidence of the project outputs and outcomes.</p> <p>Beneficiaries', stakeholders' perceptions on the extent to which the project's expected results have been achieved.</p>	<p>Project documentation</p> <p>Municipal plans and strategies created by the support of the project</p> <p>The Project Progress Reports</p> <p>Engineering/infrastructure projects implemented by the support of the Project</p> <p>MoM of the Administrative Board of PGGC Meetings</p>	<p>Desk documents review</p> <p>Semi-structured interviews</p> <p>Focus Groups meetings</p> <p>Direct Observation</p> <p>Field visit of the implemented projects</p>

Has the project encountered any difficulties during its implementation? If yes, how were the failures solved? What happened?	Evidence of the project outputs and outcomes achieved. Beneficiaries, stakeholder's perception on the effectiveness of the project implementation	The Project work Plan The Project Progress Reports MoM of the Administrative Board of PGGC Meetings	Desk documents review Semi-structured interviews Field visit of the implemented projects
Evaluation criterion: Efficiency			
Have the resources been used efficiently and how the resources have been used to mobilize additional resources?	Evidence if the budgetary investment is coherent with the results of the project	The Project documentation The Project work Plan The staff ToRs	The project documents review Semi-structured interviews
How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (In comparison to the plan).	Evidence if the allocation of human resources is cost-effective		
Evaluation criterion: Sustainability			
Will the project results last beyond the project duration?	Specific examples of activity result with enduring or large effects, ownership, institutionalization. Evidence of prevention the jeopardizing aspects taken in consideration by the project actions Beneficiaries, stakeholder's perception on the long-term objectives achieved. Evidence of the policy documents created or implemented by the support of the project in cross-sector coordination within the beneficiary institution. Evidence of the lessons learned documented and shared with the beneficiaries'/partner institutions.	The project documentation The Project work Plan The Project Progress Reports MoM of the Administrative Board of PGGC Meetings Kosovo policy documents Other key partner (like NGOs)	Desk documents review Semi-structured interviews Focus Groups meetings Direct Observation
Are there jeopardizing aspects that have not been considered or abated by the project actions?			
To what extent are stakeholders supportive of the project's long-term objectives?			
To what extent has the project contributed to creation the cross-sector coordination system within the beneficiary municipality?			
To what extent have the lessons learned been kept and documented by the project team continually and shared with appropriate parties who could learn from the project?			
Evaluation criterion: Impact			

To what extent has the project helped the positive change in understanding the important role of the cities in reducing vulnerability to climate change?	<p>Verification of underlying the Theory of Change.</p> <p>Other factors that may have influenced the results.</p>	<p>The project documentation</p> <p>The Project Progress Reports</p> <p>MoM of the Administrative Board of</p> <p>PGGC Meetings</p> <p>Kosovo policy documents</p> <p>Other key partner (like NGOs)</p>	<p>Desk documents review</p> <p>Semi-structured interviews</p> <p>Focus Groups meetings</p> <p>Direct Observation</p>
How the project does contribute to increasing the climate resilience in Kosovo?	<p>Evidence of the project outputs and outcomes that contribute to reducing climate-change related vulnerability in Kosovo.</p> <p>Beneficiaries, stakeholder's perception on the projects contribution to reducing the climate-change related vulnerability in Kosovo.</p>	<p>The project documentation</p> <p>The Project Progress Reports</p> <p>MoM of the Administrative Board of</p> <p>PGGC Meetings</p> <p>Kosovo policy documents</p> <p>Other key partner (like NGOs)</p>	<p>Desk documents review</p> <p>Semi-structured interviews</p> <p>Focus Groups meetings</p> <p>Direct Observation</p>

ANNEX I: THE RESULTS ASSESSMENT GRID

ADA Guidelines for Programme and Project Evaluations Results Assessment Form (RAF) (Annex 9): template												
FOR THE EVALUATION MANAGER TO FILL IN							FOR THE EVALUATOR TO FILL IN					
ADA PP Number	ADA Organizational Unit managing the PP	PP Title	CRS Code/s	Country /Region of PP	Evaluation Manager	Project Budget	Evaluation company/evaluator	Timing of evaluation	Completion date of evaluation (xx/xx/xxxx)	Assessment of results - key aspects	Score (choose only one answer for each aspect assessed)	Justify score. Include finding and reference page/s in evaluation report.
8306-00/2018	xxx	Support for Sustainable Prizren - Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions)"	xxx	Kosovo	Ornela Shoshi, Maliq Pireci	The project budget was 333,000 €, from which 300,000 € were provided by ADA and 33,000 provided by the Municipality of Prizren	Ornela Shoshi, Maliq Pireci	26 May 2021 – 30 July 2021	30 July 2021	1. The extent to which the planned output/s (as defined in the project document/log frame/Theory of Change) has/have been achieved taking into account the causal link between inputs and outputs.	F (Fully achieved), (Exceeded in implementation of the pilot NAMAs)	<p>Expected Output 1:</p> <p>The municipality of Prizren enhance its technical capacities in terms of reporting, measuring and verifying GHGs emissions.</p> <p>Target 1.1. The Prizren Green Growth Center is established</p> <p>Progress: The Prizren Green Growth Centre (PGGC) was established by the decision of Mayor of Prizren Municipality which was a body for support the Municipality of Prizren in implementation of project and coordination the cross-sector cooperation within the municipal executive. PGGC was composed by the Municipal Working Group (MWG) for the NAMAs consisted by 9 members from the technical professional staff from different sectors of Municipality such as: waste management, energy, environment, transport, and urbanism. In addition, one member was a Professor from the Prizren University and one member from the civil society working on environment and community. The MWG have worked on creation the GHG inventory; development of the Cross-Sector Intervention plan (SCIP); implementation of the pilot urban NAMA project in Prizren; Measuring, Reporting and Verification (MRV). As per decision of the Mayor, the Chair Executive Officer of the PGGC was the Director of Public Services Directorate of Prizren Municipality. The PGGC coordination activities were realised by the PGGC Coordinator contracted by the Urban NAMA</p>

Project.
Reference pages: 45, 46

Target 1.2. The Baseline GHG inventory is drafted

Progress: The Baseline of the GHG Inventory for base year 2014 was drafted by using the revised 1996, 2000, 2003 and 2006 IPCC Guidelines for National Greenhouse Gas Inventories, the IPCC “Good Practice Guidance and Uncertainty Management in National GHG Inventories (GPG2000)” and Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), ISO 14064 and GHG Protocol has been used for the estimation of Prizren’s GHG emissions inventory.

Sectoral data for GHG emissions estimation was compiled from various sources primarily using available Kosovo data, data collected and presented during data collection process and consultations with Prizren officials, sectoral departments, Kosovo Agency of Statistics, other statistical reports, studies, brochures and other Kosovo and municipality specific information sources. Wherein no formal data was available, are not considered in the study. As per the IPCC guidelines, the inventory estimates the GHG emissions from following sectors which are relevant for Prizren:

- Energy Sector (Residential Building and Commercial & Institutional Building)
- Agriculture Sector
- Waste Sector (Solid waste and Waste water)
- Transport (not estimated, due to unavailability of municipality specific relevant data and information)
- Land use, Land Use Change and Forestry (not estimated and considered as net sink, due to unavailability of municipality specific data and information)
- Industrial Processes and Industrial Products Use (not estimated, due to unavailability of municipality specific relevant data and information)

The process for drafting the GHG inventory, according to the stakeholders in municipality, was a complex process and requested the engagement of municipal staff on the data collection. The international knowledge

brought in 2019 by the project through the engagement of the International Consultant, was very important for development the inventory as well as for contributing for the capacity development of the municipal technical staff. Other important aspect in creation of the GHG inventory was the cooperation with MESPI and with Kosovo Environmental Protection Agency (KEPA), which jointly with the engagement of the municipal staff have created the local and Kosovo ownership of the action. The Baseline Inventory of Prizren for 2014 drafted by the project was the first inventory for Prizren and also the first inventory of GHG done for any municipality in Kosovo.

In addition, the manual on how to calculate GHG emission for future preparation of local GHG inventories was provided.

The project has presented the GHG Inventory report on the 25 September 2019, in Prizren. The participants were representatives of the international organization, municipal high officials, working group, PGGC, CSOs, Women NGOs, private businesses and from communities

Reference pages: 46, 47

Target 1.3. The MRV system for Prizren Municipality is established

Progress: The MRV system for Prizren Municipality is established, but need to be consolidated and linked with the Kosovo MRV system. MRV system includes all institutional, legal and procedural arrangements for estimating anthropogenic emissions, reporting and verification. The project, has reached to build the human capacities within the PGGC for Measuring, Reporting and Verification (MRV) of the GHG emissions. For doing that, the project has contracted the international company “Carbon Limits” which is specialized and experienced in creation of the system for MRV and for capacity development. The project through the company “Carbon Limits” has developed the training material for MRV:

- Designing MRV for relevant projects in different sectors

[illegible]

[illegible]

Progress: The Cross-sector Intervention Plan (CSIP) was drafted with the participatory approach followed by the Project to develop the Cross-Sectoral Intervention Plan (CSIP) on Climate Change for period of implementation 2020-2025. CSIP contains analyses of four sectors: Energy, Waste Management, Transport, and Public Services Sector Analysis. After the analysis for each sector are proposed the projects to be implemented and are structured in Action Plan for all mentioned sector. The Plan was developed by the PGGC Working Group, composed by the coordinator of the PGGC, technical staff of municipality from different sectors including the Office for Gender Equality and Human Rights in Municipality of Prizren, the University "Ukshin Hoti" in Prizren, an civil society organization working in environment sector, representatives from Regional Public Enterprise for water supply "Hidroregioni Jugor", Regional Public Enterprise for waste management "Eko-Regjioni" as well as the representative of the electricity distribution company "KEDS". The Working Group was supported by the UNDP Project Team and a professional Local Consultant contracted by the Project.

Reference pages: 48

Target 2.2. At least 4 pilot urban NAMAs implemented

Progress: The pilot urban NAMAs implemented

The implementation of the piloted urban NAMAs continued in 2021 as per Feasibility Study and design for Energy Solar Solution of three Public Buildings in Prizren Municipality (Municipality Administration Building, Sport Gym Hall, and House of Culture) and

											<p>Assessment and Design and technical specifications and implementation of the smart green solutions in Prizren Municipality completed in 2020. The Urban NAMAs pilots are driven from the Prizren Cross Sectorial Intervention Plan from sectors of Energy, Transport and Public Services. The pilot projects implemented are:</p> <ul style="list-style-type: none"> – The Photovoltaic (PV) power System for Municipal Administrative Building – The Energy Efficiency Roof Insulation of Municipal Administrative Building – Green pedestrian roads gender inclusive intervention. – 3 Greenery Paths – Smart Green Adaptive Social Space - Parking module adapted into usable green area – 2 Electrical vehicles charging stations – 4 Smart Bicycle charging station interventions. – 2 Innovative smart bus stations <p>Reference pages: 49, 50, 51, 52, 53</p>
									1. The extent to which the planned outcome/s (as defined in the project document/Logical Framework/Theory of Change) has/have been achieved taking into account the causal link between outputs and outcomes.	Fully achieved	<p>The general progress of the project was impressive. The most of the results of the project were achieved as per the project original plan. The foreseen targets for the outputs were achieved including the implementation of all pilot NAMAs. The project actually exceeded the expected results – given the additional funding mobilized and, consequently, the increased number of pilots that could be implemented. Due to the impact of COVID-19 pandemic created in March 2020, the situation created was identified as external risk that affected the achievement of the outcome as per schedule initially planned. Although some of the activities have been postponed. The project - with support of PGGC managed to implement all planned project activities, thanks to the fact that it was able to effectively transition to virtual working</p>

												<p>(which as a method of working are valid for all NAMAs) and includes: number of NAMA, the SDGs fulfilled by the NAMA, Name of the strategy to be implemented, measure, CO₂ reduction potential, responsible sector, other possible benefits from the NAMA, cost of investment and period of implementation.</p> <ul style="list-style-type: none"> o Participation in discussions of proposals for Smart Green retrofitting of streets, alleys and parking lots in Prizren Municipality which have included 6 types of measures, so called modules, that provide innovative technology solution for reduction of the GHG emission. – Training for Greenhouse Gas (GHG) Accounting and capacity building for Measuring, Reporting and Verification (MRV) system. <p>Furthermore, the approach adopted by the project has increased the cooperation and coordination, and according to the municipal authorities interviewed, "... it is very important that the Urban NAMA Project has contributed in initiation of change of mind-set within the municipal institution on how to tackle the climate-change mitigation actions".</p>
										3. The extent to which the PP contributed to the objectives at impact level (as defined in the project document/lo gframe/ToC).	F (Fully achieved)	<p>The contribution towards the overall objective has been provided through the capacity development of key stakeholder Prizren Municipality, development of planning framework as following:</p> <ul style="list-style-type: none"> – The establishment of the PGGC, has contributed in creation of the municipal cross-sectoral cooperation system, which could be used by the central and local institutions as a model to be implemented in their everyday work. – Developments and Implementation of the urban NAMAs, has contributed in implementation of the Kosovo Climate Change Strategy and with overall reduction

												<p>of the GHG emissions contributed to cleaner and healthier air. Only by installing the Solar PV system in municipal building the calculated annual energy production will be 83,454.00 kWh/year and the CO₂ annual emission reduction was calculated to be 92.36 ton/year.</p> <ul style="list-style-type: none"> – The project has implemented innovative examples which could have a wider impact in promoting the use of the renewable energy technologies by the institutions, businesses and overall population. – Developing the Cross-sector Intervention Plan (CSIP) with the gender and human rights inclusion has contributed to the sustainable cross-sector policies planning and by implementation of the NAMAs contributed to reducing climate-change related vulnerability in Prizren and Kosovo. – The project has identified the potential investment portfolio in total amount of EUR 55,801,674, from which EUR 50,000,000 is for the municipality wide District Heating System and 8,801,674 are for other measures. By this the project has contributed in mobilising fund for investments in NAMAs and opens the possibility for the public and private partnerships for investments in NAMAs. <p>Reference pages: 65</p>
										4. The extent to which the outputs, outcomes and impact achieved contributed to results related to the relevant cross-cutting	F achieved) (Fully	<p>The Human Rights Based Approach (HBRA) and mainstreaming gender approach were treated as crosscutting issues in this evaluation. As per the findings the Project has strongly addressed the cross-cutting issues regarding the Gender Equality and the Human Rights Based Approach (HBRA).</p> <p>For the purpose of creation the Cross-Sector Intervention Plan (CSIP), the Project partnered with the NGO “Ec ma ndryshe” from Prizren and</p>

										<p>issues. Please add a justification for each relevant cross-cutting issue</p>	<p>developed the Baseline Study to identify the potential of gender-related climate change risks and priority needs to mainstream gender into the urban Cross Sectoral Intervention Plan for urban NAMA. Furthermore, on 05 August 2019 the project has conducted a workshop the consultation with Women NGOs, Association for Disability People, municipal relevant officials to work on integrating the climate gender issues and needs of marginalised groups in CSIP.</p> <p>The findings from the Baseline Study and from the workshop were included in the Cross-sector Intervention Plan (CSIP) by mainstreaming the gender issues in the proposed projects which are part of the CSIP Action Plan. The Project during the planning of urban NAMA and in other project activities has worked closely with the Municipal Office for Gender Equality and Human Rights, Municipal Office for Communities, as well as the NGOs active in Prizren.</p> <p>The project has also directly addressed the socially vulnerable people in one of the pilot NAMAs on, Green retrofitting of streets, alleys and parking lots in Prizren by targeting the visually impaired and blind persons. In one of the most municipality's frequented streets, the project has constructed the green pedestrian road with the orientation path composed by tactile paving texture to indicate the change between areas designated for pedestrians and other users. Prior to construction, the consultations with the interest were held in workshop on 05 August 2019. This example promotes the non-discrimination and the equal rights for full and effective participation and inclusion is society for peoples with disabilities. The project had no available budget and was time-constrained to target additional categories of the people in need in this project phase.</p> <p>According to the representatives of the CSOs, the Municipal Office for Gender and Human</p>
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												<p>Rights, the Municipal Office for Communities interviewed, the project had the participatory approach by inclusion of the gender equality issues and the human rights since the beginning of the project and were part of activities during the project lifetime.</p> <p>Environment issues are integral in the climate change sector.</p> <p>Reference pages: 26,27</p>
										<p>5. Have the right approaches - with a view to implementing ADA's overarching principles - been adopted to ensure results achievement ?</p>	<p>F (Fully achieved)</p>	<p>The project is well in line with ADA principles and focuses on effective implementation while following ADA procedures. The project focuses strongly on developing the ownership and capacity of PGGC and municipality to ensure long-term sustainability of the results providing this is a good approach for results achievement and sustainability. The cross-cutting issues integration ensure that these principles are also well taken into account.</p>

